

# Finance, Funding and Remuneration: a U.S. Perspective



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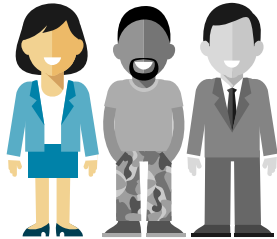
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# Purchaser-focused innovations in Washington State

- Government acts as planner and convener for a complex mix of funding streams and public/private partnerships
  - Federal funding provides a foundation
- Variation across states: every state is uniquely positioned for innovation
  - Mix of federal, state, philanthropy, employer-purchaser, health sector, and community funding
  - Funding mix informs strategy, planning, prioritization, and implementation of programs to transform and integrate the health delivery system

# The state's largest health care purchaser

We purchase care for  
1 in 3 non-Medicare  
Washington residents.



- Apple Health (Medicaid)
  - 1.9 million people
- Public employees
  - 370,000 people
- School employees (beginning 2020)
  - 144,000 people
- We use our purchasing power to influence delivery system, workforce innovation
- Implementing federal waiver of up to \$1.5 billion through 2021 for Medicaid delivery system transformation
  - Workforce and practice transformation
  - Integrating physical and behavioral health
  - Addressing the opioid crisis
  - Long-term services and supports
  - Supported employment and housing for vulnerable adults

# Challenges

- Health transformation activities outpacing capacity for workforce innovations
- Rethink and reinvigorate stakeholders
  - Employers, education, employees/trainees, unions, funders
- Need more attention on collaborative workforce funding and implementation activities
  - Population-based health and interprofessional, team-based care
  - New settings and structures for education, training, apprenticeships and alternative training programs, practicum/residency opportunities
- State government and large employers/purchasers should co-design workforce innovation
- Create funding and programs to offer Medicaid clients pathways to health care careers

# Promising Practices

Service Delivery

Payment Reform

Population Health  
and Prevention

Innovation

- Updating Schools of Nursing population health curriculum
- Increasing nursing faculty salaries at community colleges
- Exploring education and training through state-funded academic behavioral health institute
- Supporting GME residency redesign, ARNP residency
- Resources for union/employer/state training partnerships
- Launching Medical Assistant, other apprenticeships
- Expanding health professions loan/scholarship programs and public/private funding
- Training in medication assisted treatment for opioid use disorder
- Building systems for training paraprofessionals
- Exploring alternative financing mechanisms

# Barriers

- Still learning new ways to ways to work together and coordinate resources
  - How do we build interprofessional team training?
  - How do we reshape curriculum, training and licensing standards, and public-private funding to meet a changing health system?
- How do we effectively reach rural and underserved communities?
  - Promising approach: Governor Inslee's Career Connect program - providing scholarships and loan repayment, career awareness outreach to youth and alternative training options
  - Local deployment of academic health center training
- Making sure we address cultural and institutional biases
  - Success: Housing and employment supports through the Medicaid Transformation waiver

# Enablers

- Building and deepening relationships
  - Especially beyond health sector
- Innovative training/education to meet state and local needs
  - Focus: Promote interprofessional, team-based care
- Identify and implement funding through state purchaser strategies and potential federal match funds
- Continue to strengthen our employer/purchaser partnerships to support technology, providers, etc.
  - Examples: Washington Health Alliance membership, coordination with large national and state employers (Boeing, Microsoft, Amazon)

# Next Steps

- Continue to level set payment and purchasing strategies with primary care and prevention emphasis
- Expand value-based payment arrangements to incentivize workforce development
- Explore options for federal match and public-private partnerships for training/education
- Evolve career ladders to “grow your own” health care team members, particularly in rural and underserved areas
- Expand apprenticeships and other alternative training models for health professions
- Build equitable opportunities for all people seeking training and education
- Develop health care career paths to living wage jobs for Medicaid recipients
- Accelerate IT capacity



# Key Messages



1

Fund and implement innovative workforce strategies



2

Use Washington State's purchasing power and broad partnerships to fund and reimburse a collaborative, future-focused workforce at local, regional and statewide levels