

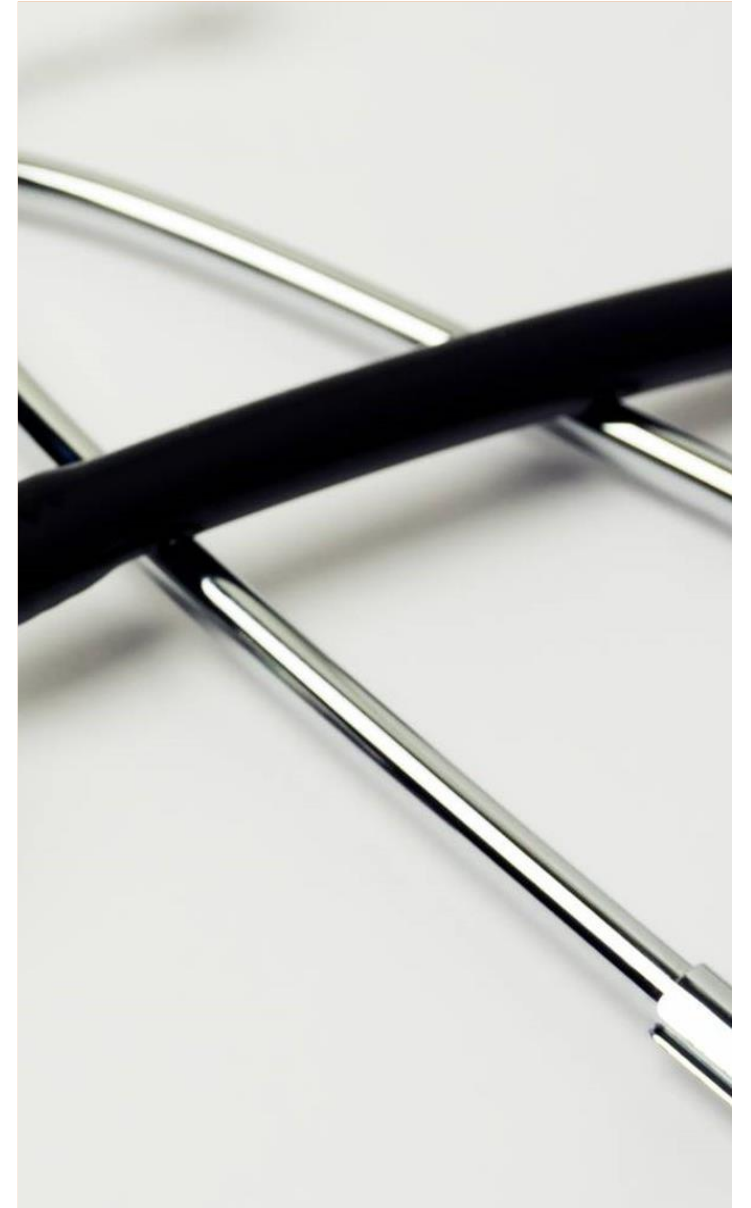
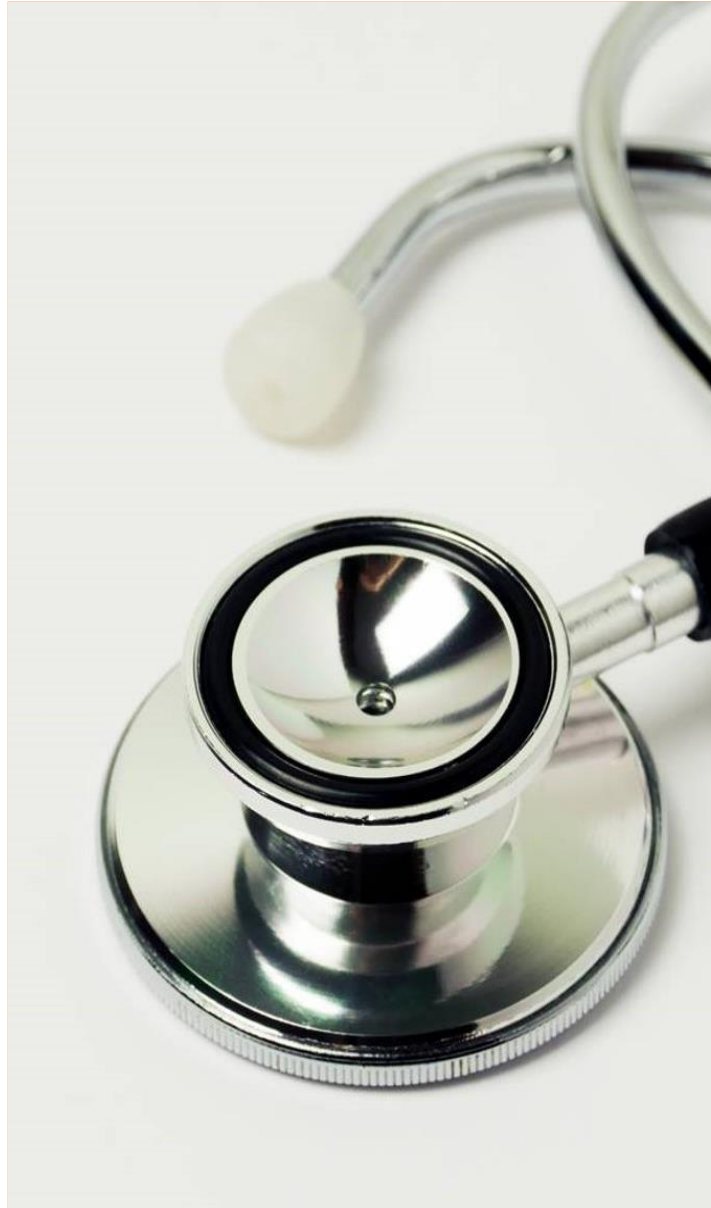
Agenda

Review Executive Order

Discuss Scope

Review Timeline and Goals

Define Next Steps



Review Executive Order



Executive Order

- The Task Force shall gather and analyze information and produce an advisory **action plan** for the Governor.
- The Task Force shall provide its action plan for 2025-27 biennial budget consideration no later than **September 1, 2024**, and shall disband after the plan is submitted.

Executive Order: Action Plan



Present a comprehensive **analysis of current and future workforce challenges** impacting the healthcare sector, including recruitment, retention, and burnout.



Identify **strategies to improve patient care and alleviate the burden** on our healthcare workforce, including through innovations in technology and alternative methods of care.



Explore **educational and training pathways** to create a more diverse, equitable, and sustainable healthcare workforce.



Recommend solutions, including **new policies and programs, modifications to existing programs, and necessary changes to state statutes** related to workforce development, industry innovation, education, and training.

Discuss Scope

Scale

State Budget

Primary goal: Write an action plan for state budget consideration.
Propose new or modified policies and programs for 2025-2027.

Private Sector Options

Secondary goal: Identify strategies the private sector can take to address workforce shortages (unilaterally or in partnership).

Long-Term Options

Secondary goal: Identify long-term, transformative ideas to address workforce shortages outside of the next state budget.

Topics to Explore

Education and Training

Grow the field by expanding educational programs, creating partnerships with providers, and supporting educators.

Recruitment and Retention

Make healthcare a sustainable career option through financial and non-financial supports for workers.

State Regulation and Licensing

Help providers practice at the top of their license and providers to implement workforce innovations while maintaining safe and quality care.

Sector-Specific Needs

Other supports to address healthcare workforce shortages in acute, long-term, and behavioral health care.

Professions to Explore

Direct Care Personal care aides, home health aides, nursing assistants (CNA)

Nursing Licensed practical nurses (LPN), registered nurses (RN),
advanced practice registered nurses (APRN)

Behavioral Health Psychiatric aides, social workers, counselors, clinicians,
therapists, peer specialists, psychologists, psychiatrists

Other Professions in allied health, oral health, primary care, and
women's health.

Timeline and Goals

March and April: Set the Stage

Presentations from subject matter experts.

Review purpose, membership, and scope of task force.

Analyze current and future workforce challenges.

Understand current programs and past proposals.

May and June:
Identify solutions

Scale:

- State budget proposals
- “Parking lot” for non-state/ long-term solutions

Professions:

- Direct care, nursing, behavioral health, other

Topics:

- Education/ training
- Recruitment/retention
- State regulation/licensing
- Sector-specific needs

July and August:
Finalize solutions

Solicit and review public
comments.

Edit recommendations based
on feedback.

Finalize the action plan and
vote on recommendations.

Next steps

Future meetings

1. Guest Speakers

2. Discussion Groups:

- a. Education/training
- b. Recruitment/retention
- c. State regulation/ licensing
- d. Sector-specific solutions (long-term care, acute care, behavioral health)

Dates:

- April 4 (Madison)
- May 9 (Tentative - La Crosse)
- June 6 (Tentative - Milwaukee)
- July 11 (Tentative - Green Bay)
- August 8 (Madison)



Reflection Questions to Ponder

- In what ways did our discussion today resonate with what you've experienced?
- What else should we know about the healthcare workforce crisis?



Amy Pechacek

**Secretary, Wisconsin
Department of Workforce
Development**

65.9%

Labor Force
Participation

Record High

3M+

Nonfarm Jobs

3.2%

Low
Unemployment



Workforce Development Helps Wisconsin Thrive



Workforce Solutions Initiative



Healthcare Apprenticeships



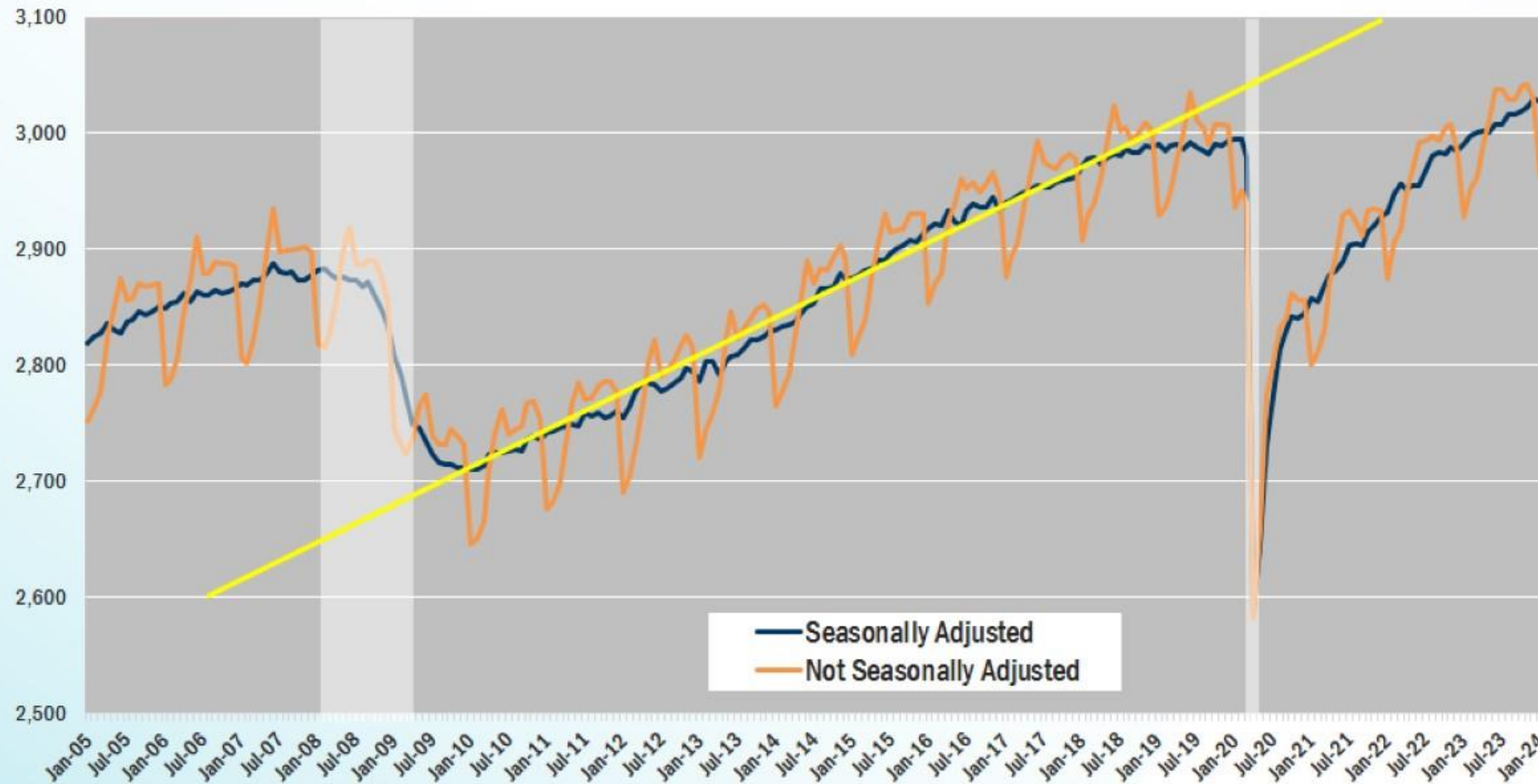
Investing in our Future

Dennis Winters

**Chief Economist & Labor
Market Information
Director, WI Department of
Workforce Development**



Wisconsin Nonfarm Jobs

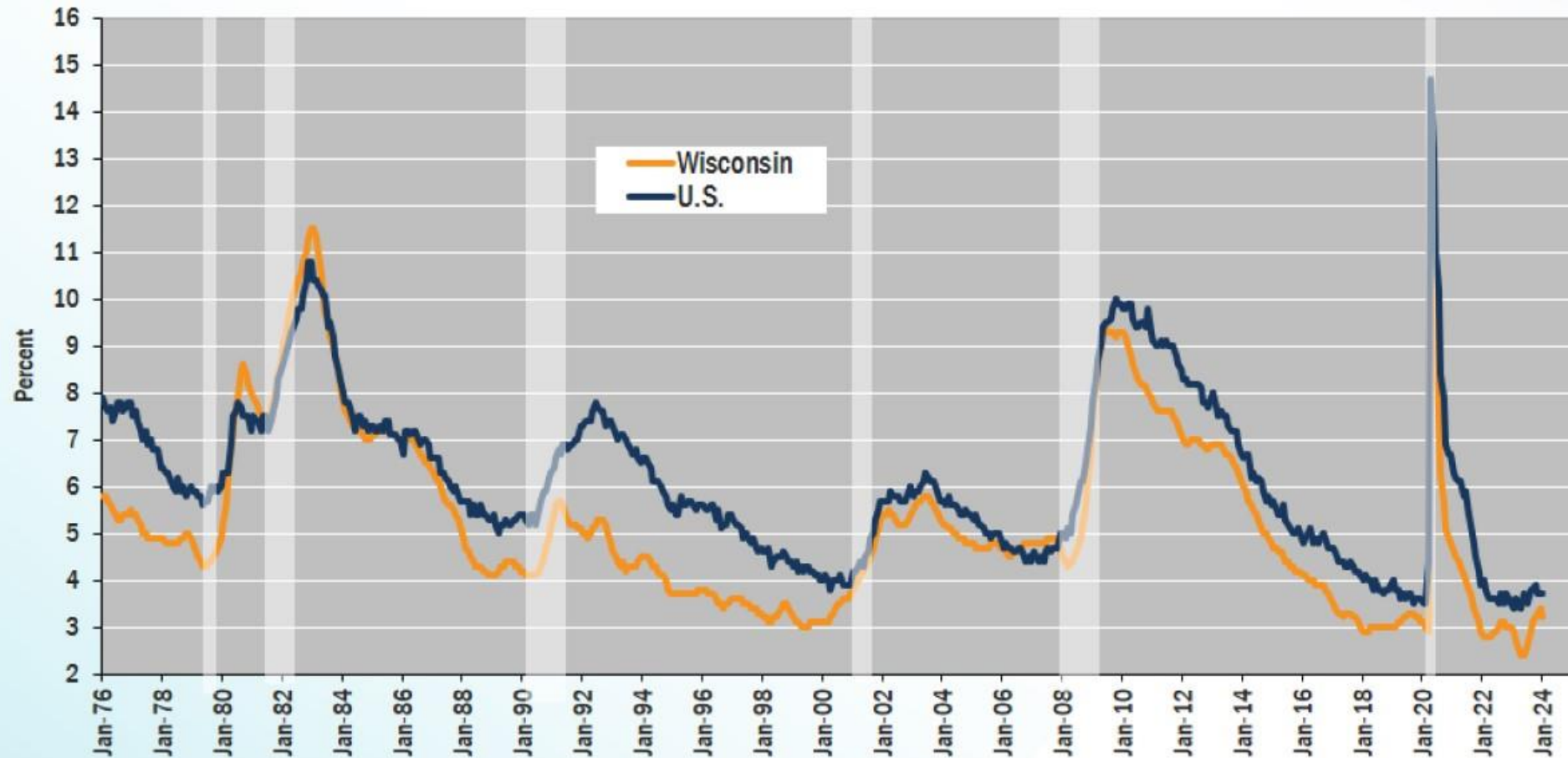


Source: Current Employment Statistics (CES), U.S. Bureau of Labor Statistics (BLS)

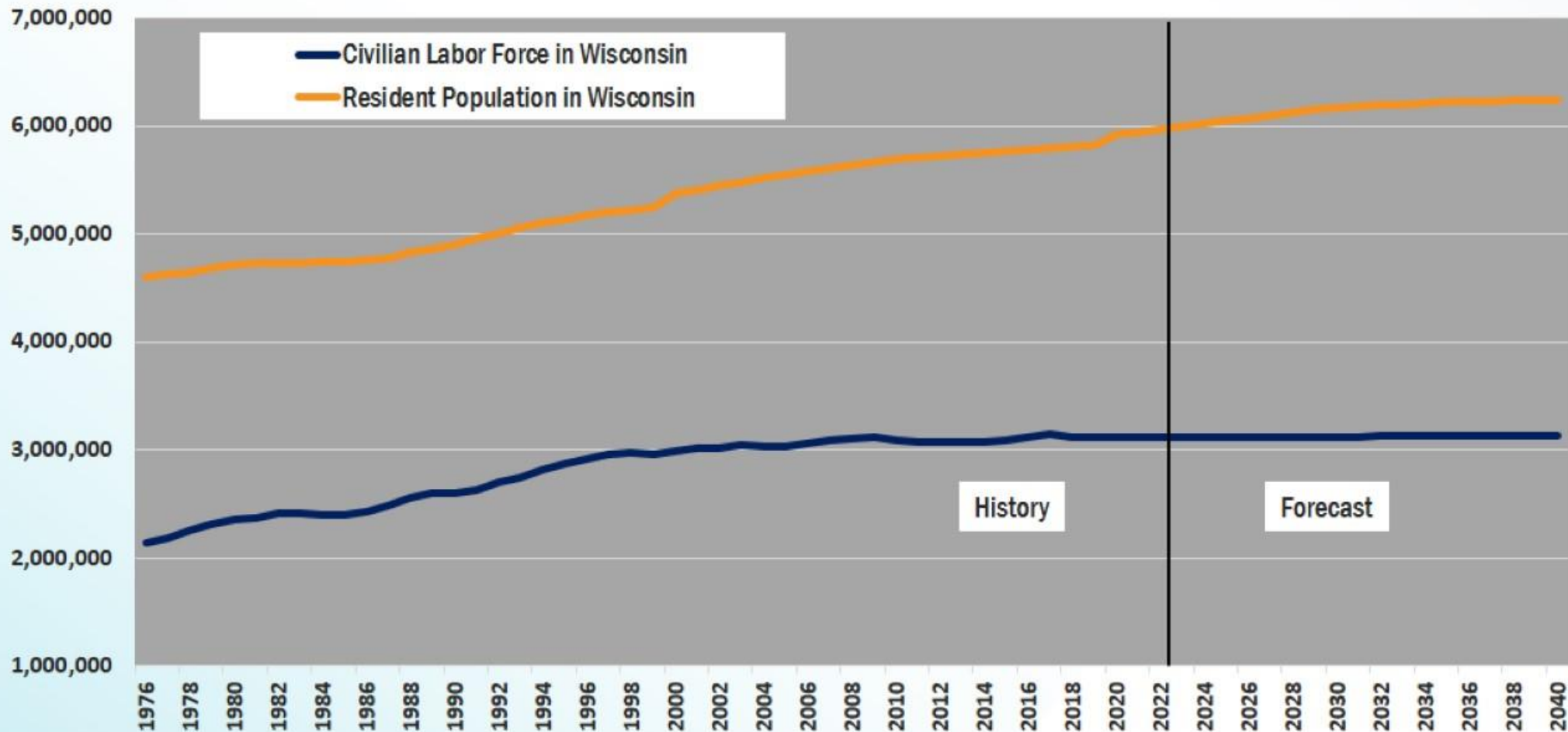
Unemployment Statistics



Unemployment Rates (seasonally adjusted)



Wisconsin Workforce Growth DWD

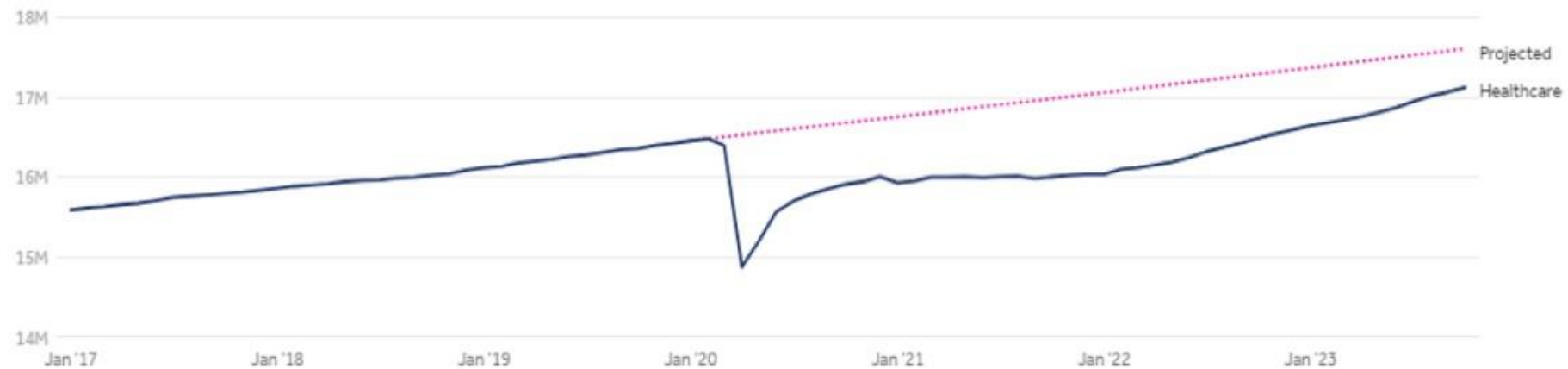


Healthcare Employment



Overall health sector employment remains below trends seen before the COVID-19 pandemic

Healthcare employment, actual and projected, (based on pre-pandemic growth rates) January 2017 - October 2023



Note: All data are seasonally adjusted. Data is preliminary. Projected values are calculated by applying the average monthly growth rate between January 2017-January 2020 to March 2020 through the latest month.

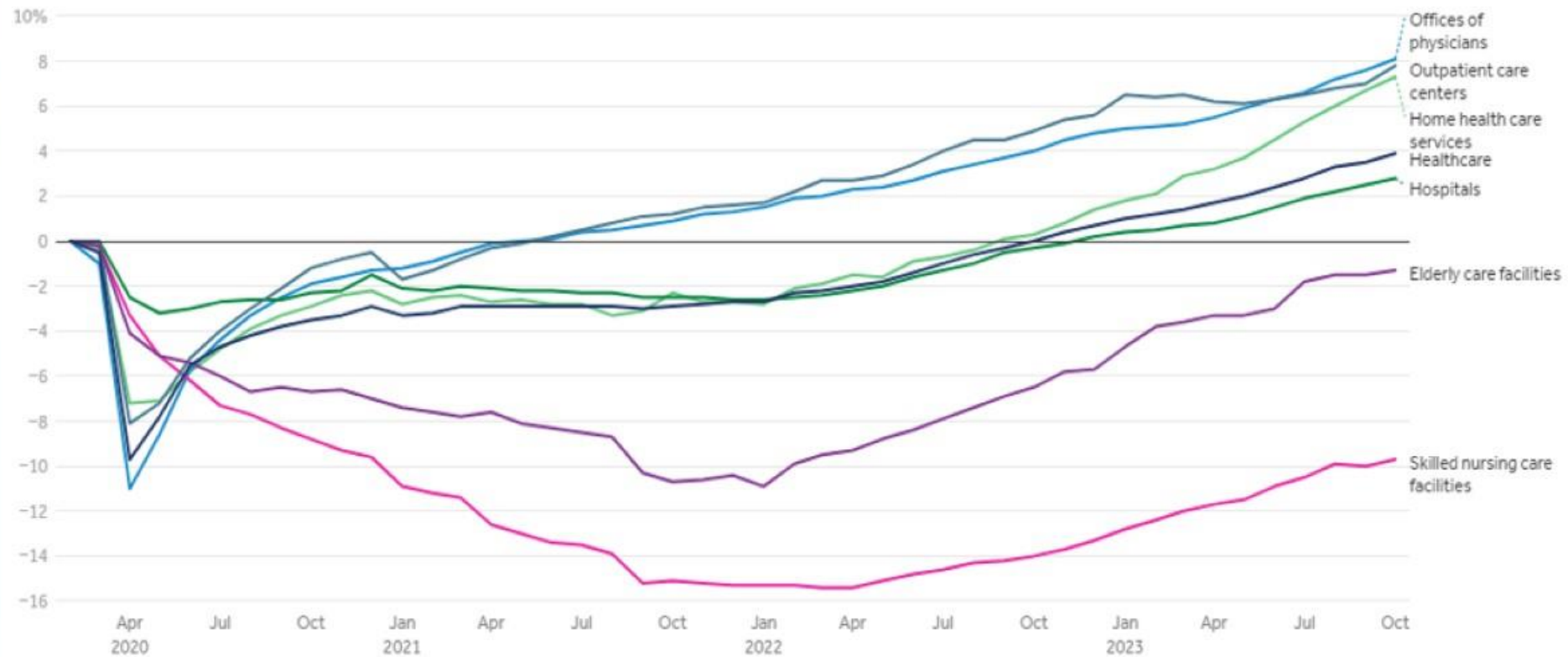
Source: [KFF analysis of Bureau of Labor Statistics Current Employment Survey \(CES\)](#) • [Get the data](#) • [PNG](#)

Peterson-KFF
Health System Tracker

Healthcare Employment



Cumulative % change in health sector employment by setting, February 2020 - October 2023

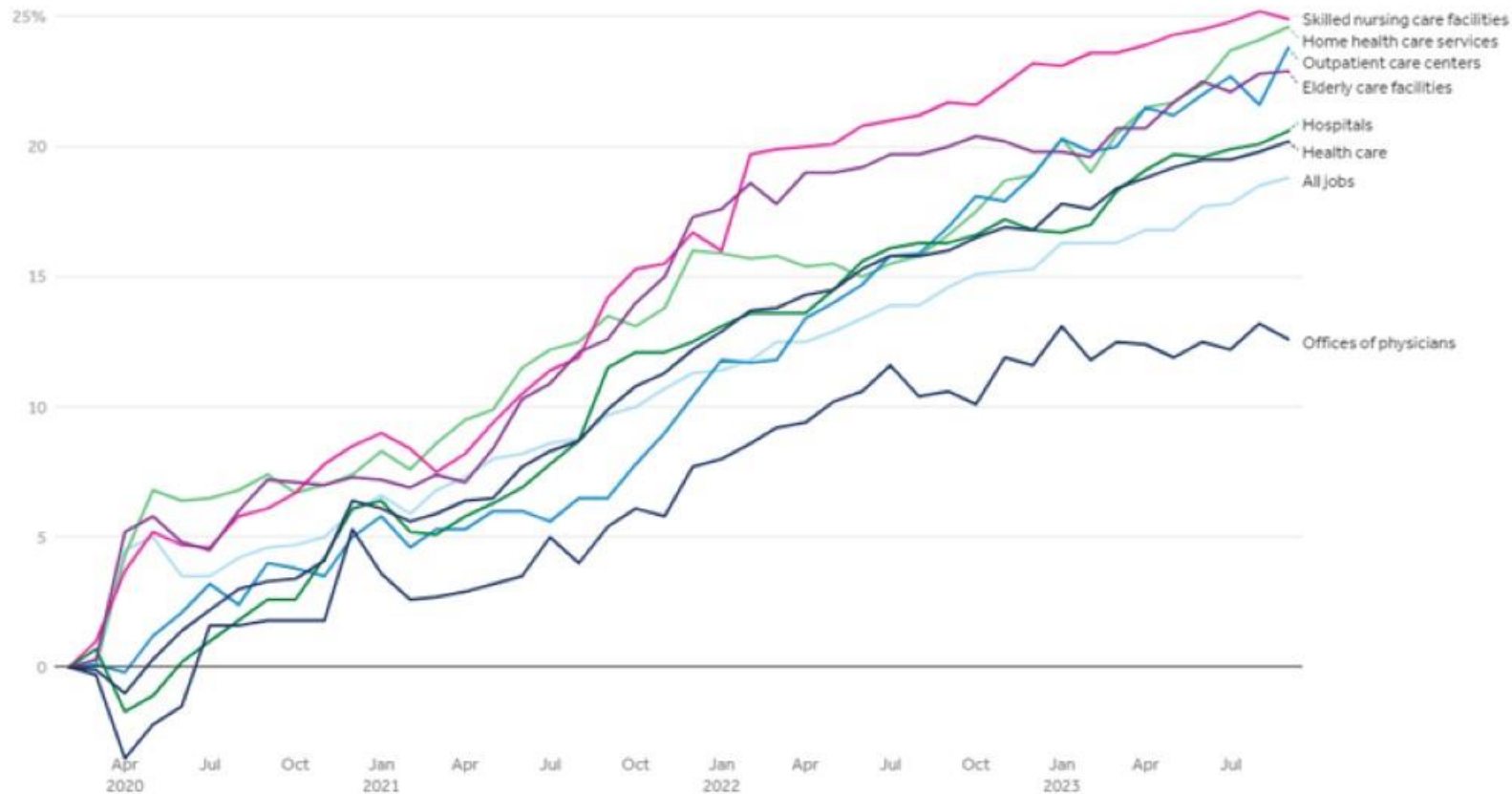


Note: All data is seasonally adjusted. Data for the latest two months are preliminary. BLS category for continuing care retirement communities and assisted living facilities for the elderly is labeled as elderly care facilities.

Healthcare Earnings



Cumulative % change in average weekly earnings, since February 2020 - September 2023, by health setting

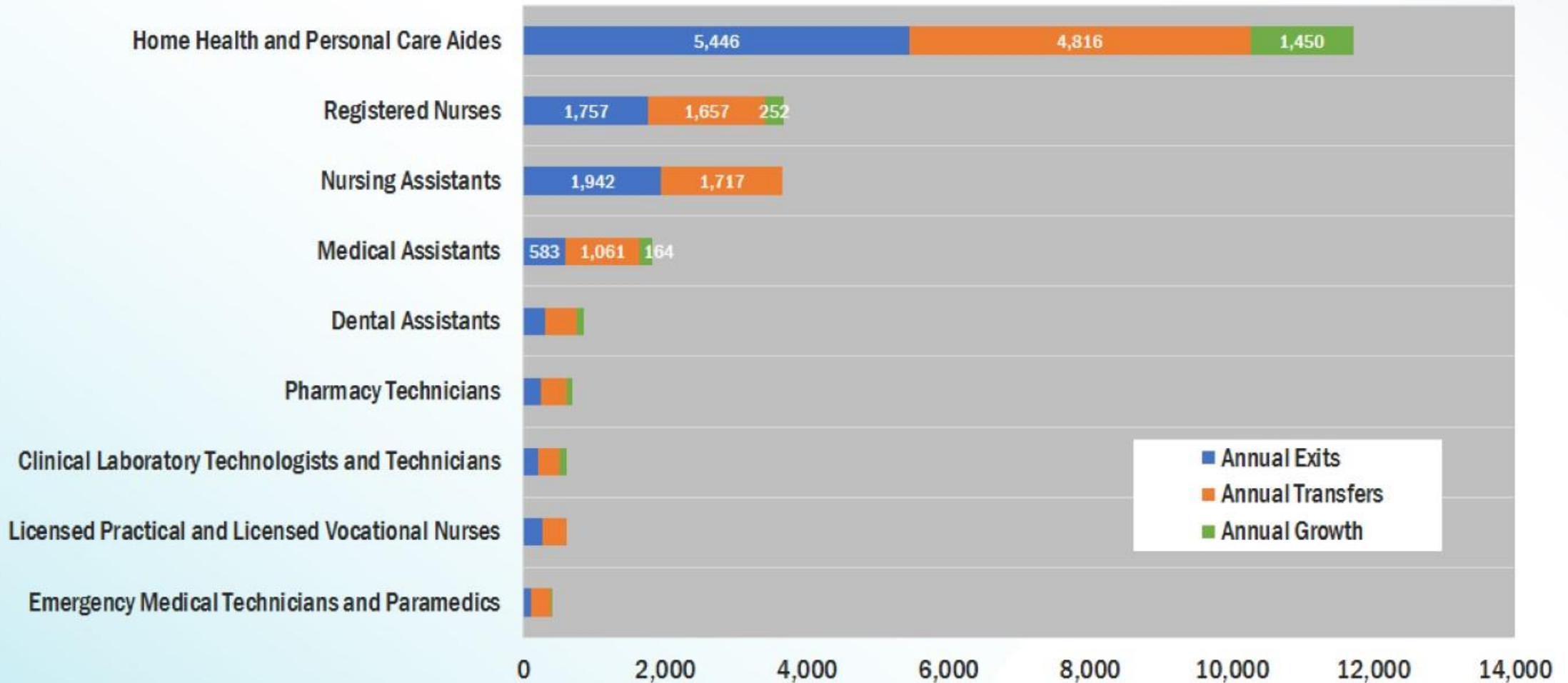


Note: All data is seasonally adjusted. Data for the latest month are preliminary. BLS category for continuing care retirement communities and assisted living facilities for the elderly is labeled as elderly care facilities.

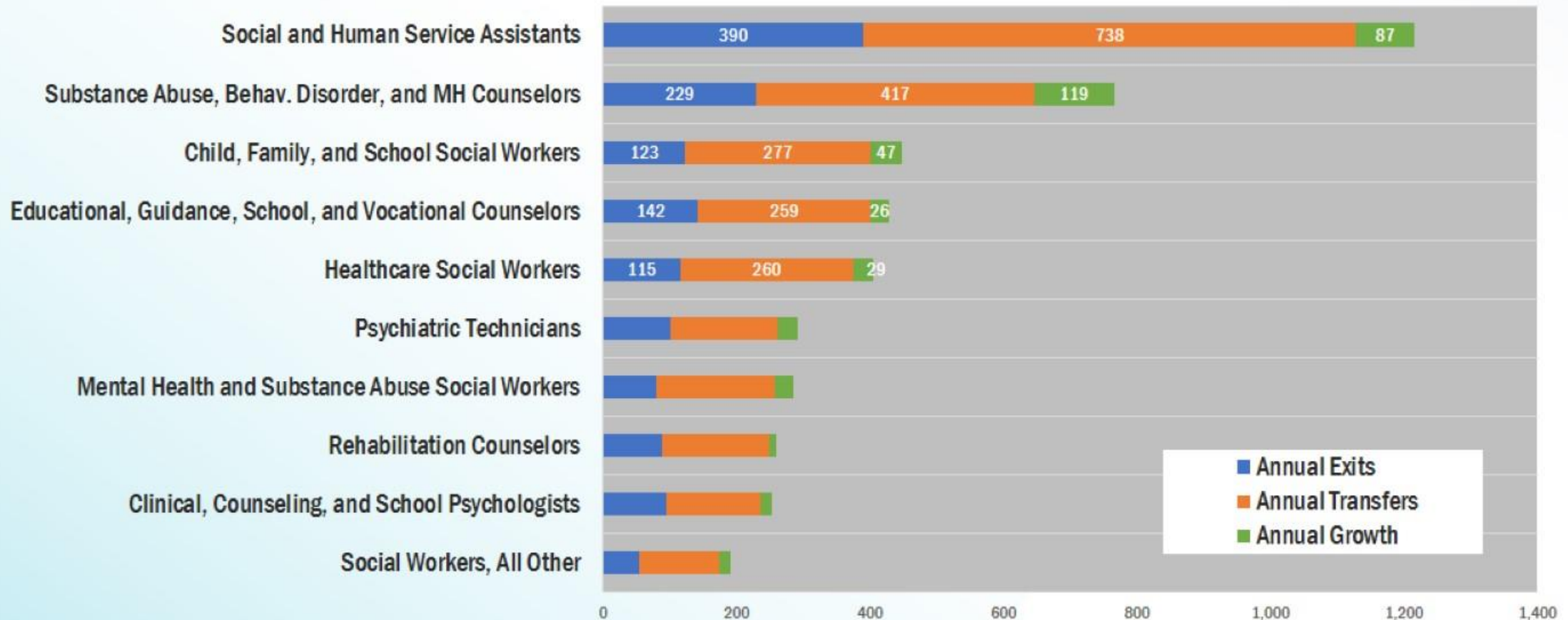
Industry Projections



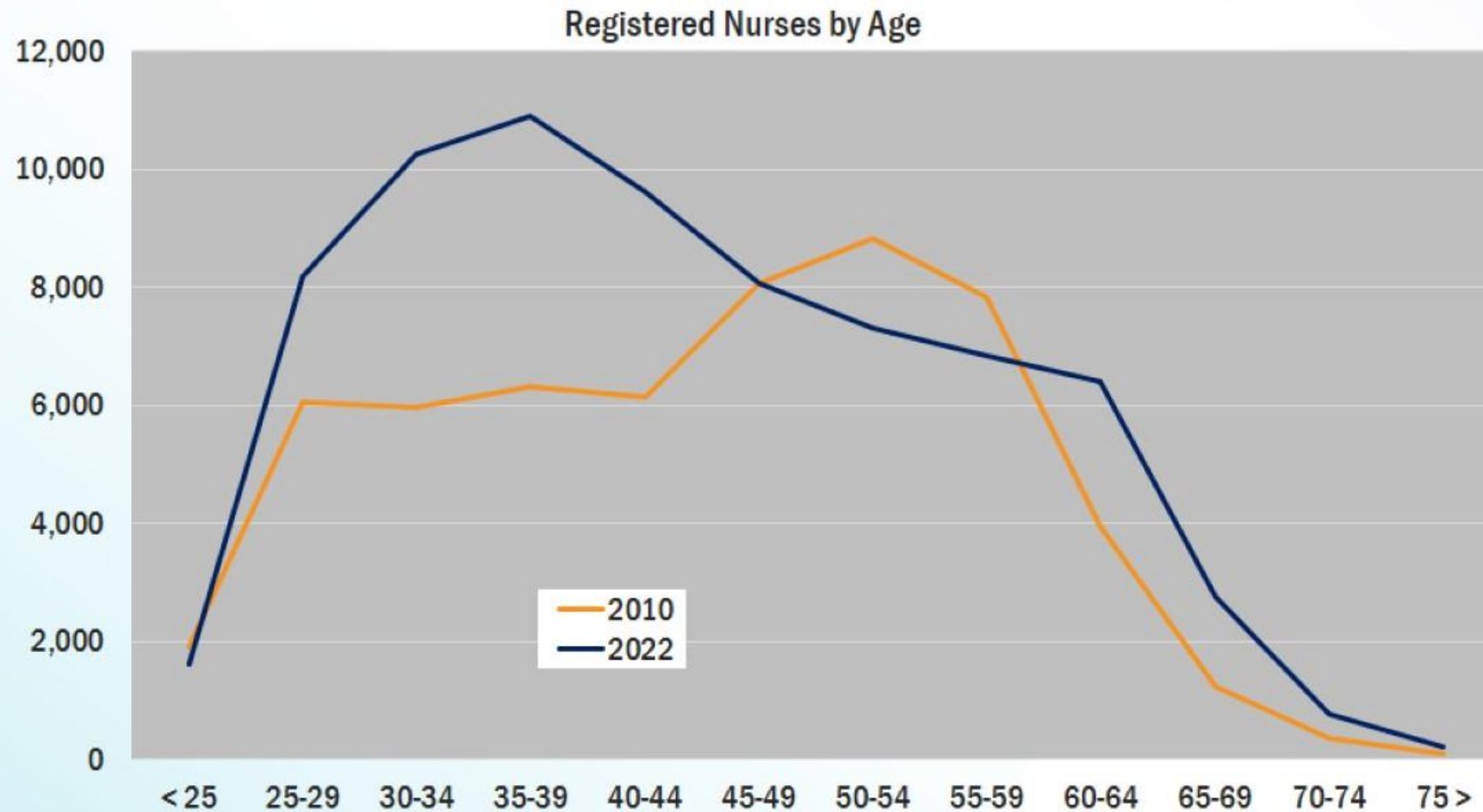
Healthcare Job Openings



Behavioral Healthcare Job Openings



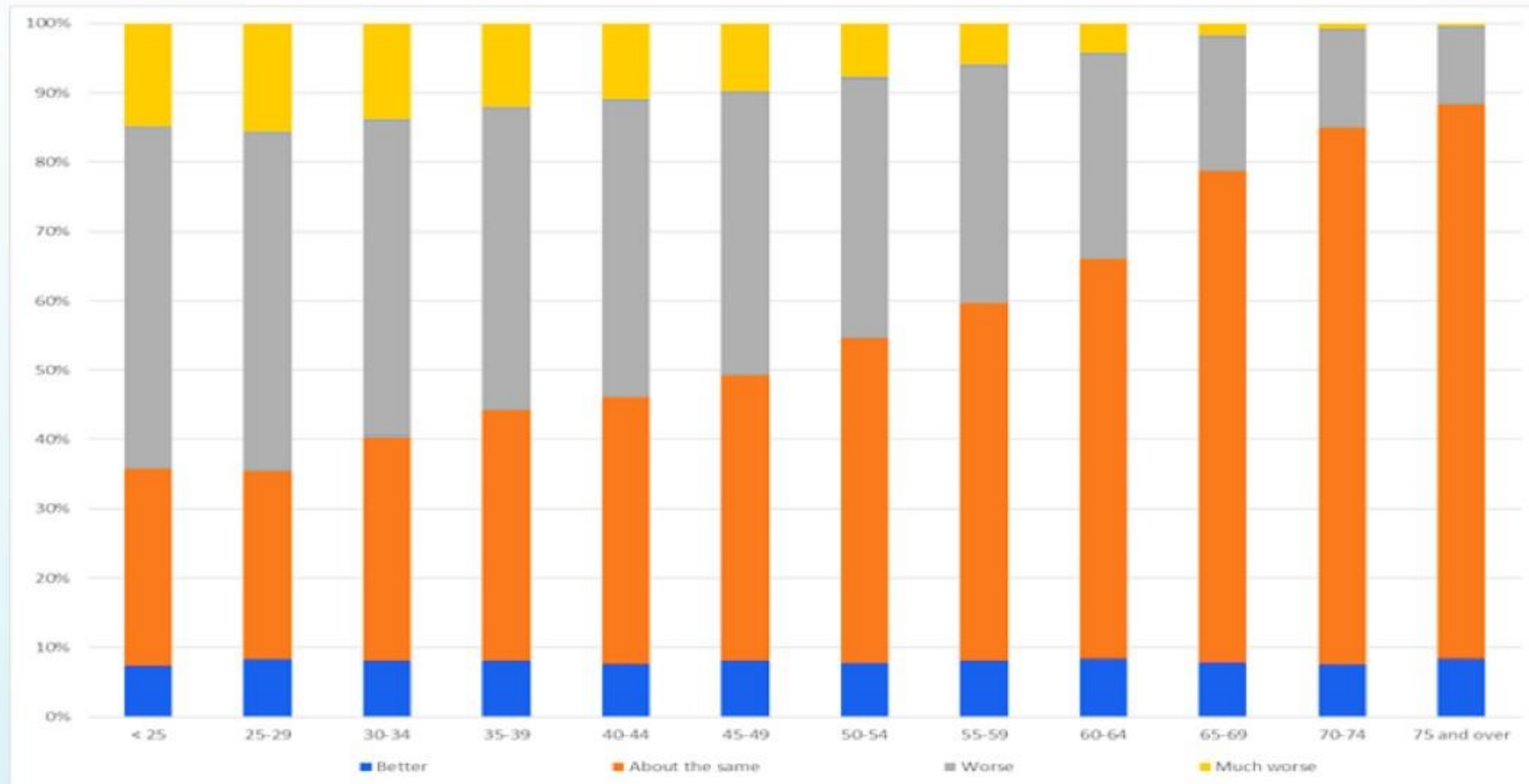
Labor Force Preparedness



RN Personal Health



2022 vs. Pre-Pandemic



Top Reason for Changing Careers



	n	%
<i>Most Important Factor in Change in Employment</i>	<i>34,349</i>	
Dissatisfaction with previous position	6,135	17.86
Change in financial status	689	2.01
Change in my health status	1,369	3.99
Change in spouse/partner work situation	609	1.77
Childcare responsibilities	2,389	6.96
Laid off	408	1.19
Other family responsibilities	1,529	4.45
Promotion/career advancement	4,525	13.17
Relocation/moved to a different area	1,548	4.51
Retired	3,116	9.07
Returned to school	1,076	3.13
Salary/medical or retirement benefits	3,167	9.22
Seeking more convenient hours	3,102	9.03
Other	4,687	13.65

**Thank
you!**



Supporting Wisconsin's Health Care Workforce

Kirsten Johnson
Secretary-designee

March 13, 2024

Current State

Impact of the workforce shortage

Impact to Hospital Systems

- Workforce report
- Current workforce bills
 - General medical education
 - Dentistry residence program
- Mergers and closures



Impact to Long-term Care Providers

- Growing 65+ population
- Quality of care
- Complaints
- Regulatory workload
- Facility closures



Impact to Mental and Behavioral Health Providers

- Over 1 million Wisconsinites have a diagnosed mental health condition
- Affecting children and adults
- Wisconsin 988 Suicide & Crisis Lifeline
 - Highest call volume in the nation
- Substance use

Impact to DHS Facilities

- Seven facilities providing 24/7 care and treatment
- Represents two-thirds of DHS workforce
- Challenges hiring direct care positions
- Focus on recruitment
 - Career fairs
 - Staff are our best recruiters
 - Walk-in hiring events



Impact to Communities

- Health care access
- Quality care
- Timely
- Live a healthy life



DHS Initiatives

Supporting the health care workforce

WisCaregivers Careers Program

- Address CNA shortage
 - Over 2,800 certified and employed
- Direct care worker certification
 - Career ladder
 - 250 certified and employed



Recruitment and Retention Grants

- Home and community-based service providers
- \$30M awarded to 158 projects
- Success example: Capri Senior Communities
 - 4-for-5 workweek



Direct Care Worker Minimum Rate

- Working with managed care organizations
 - Set direct care worker minimum rate
- Minimum fee schedule
 - Federal tool
 - Require specific rates
- Next steps
- Goal to implement this year



Previous Budget-Related Efforts

- Medicaid expansion
- WisCaregiver Careers Program
- Innovation grants
- Quality management of long-term care programs



**Where we
connect.**



Thank you!



WISCONSIN DEPARTMENT
of **HEALTH SERVICES**

dhs.wi.gov



Secretary Dan Hereth

March 13, 2024

DSPS Workforce Update





Licensed Workforce Data

- **Wisconsin Nursing Surveys**
- **Physician and Dental Surveys**
- **Cross Professional Minimum Data Set**





Licensing Innovation

- Improved Workforce through Improved Process
- LicenseE Educator Access Portal (LEAP)
- Dental Diploma Privilege
- International Medical Graduates (IMG)

Flexibility through Regulatory Coordination

- **Compacts**
- **Midwest Occupational Licensing Consortium**
- **Interstate Data Sharing**



Working together for a safe and productive Wisconsin

2024

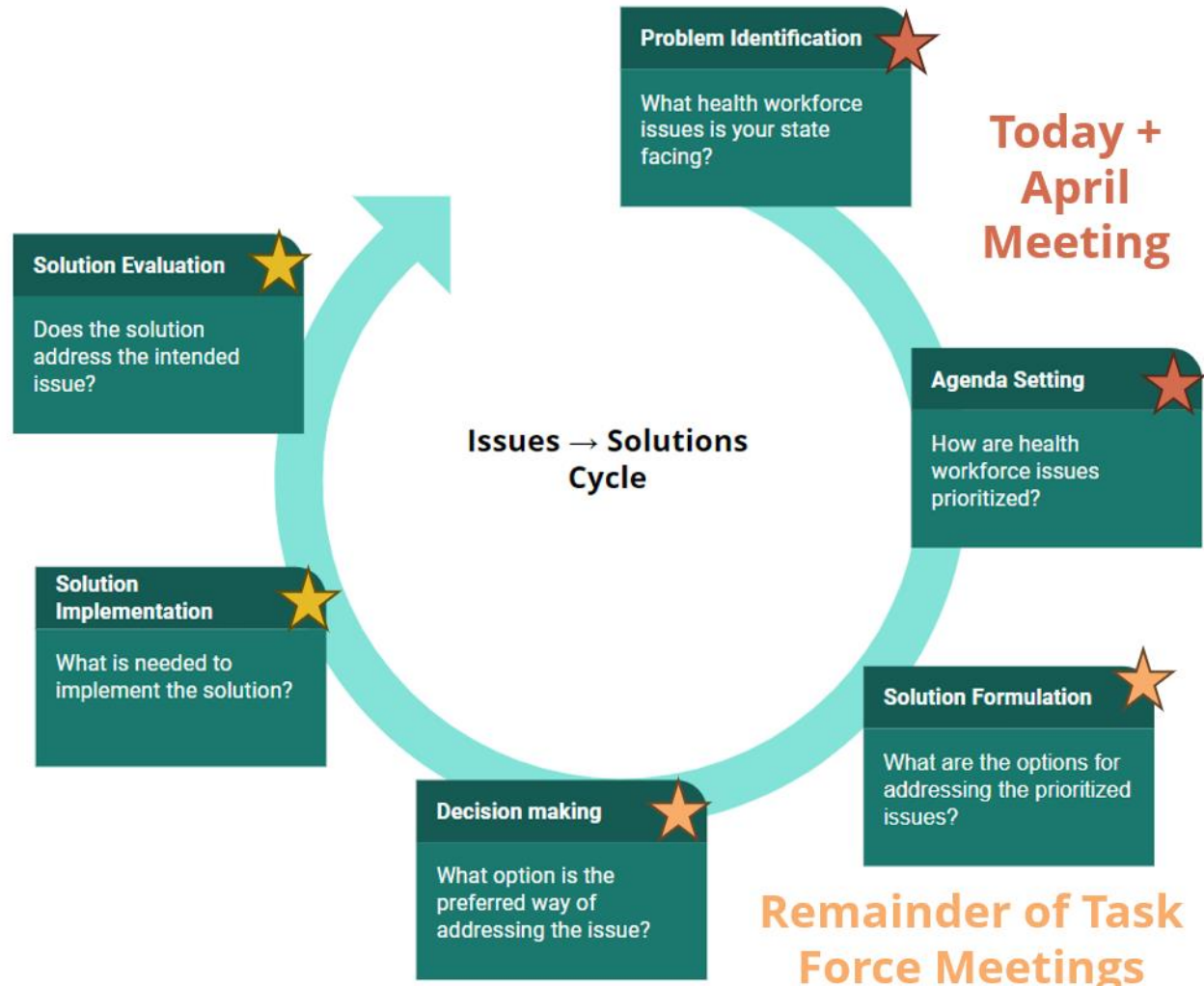
Health Workforce National Landscape

Hannah Maxey, PhD
President and Founder, Veritas Health Solutions



Issues to Solutions Cycle

Monitoring after
Task Force
Recommendations
Delivery



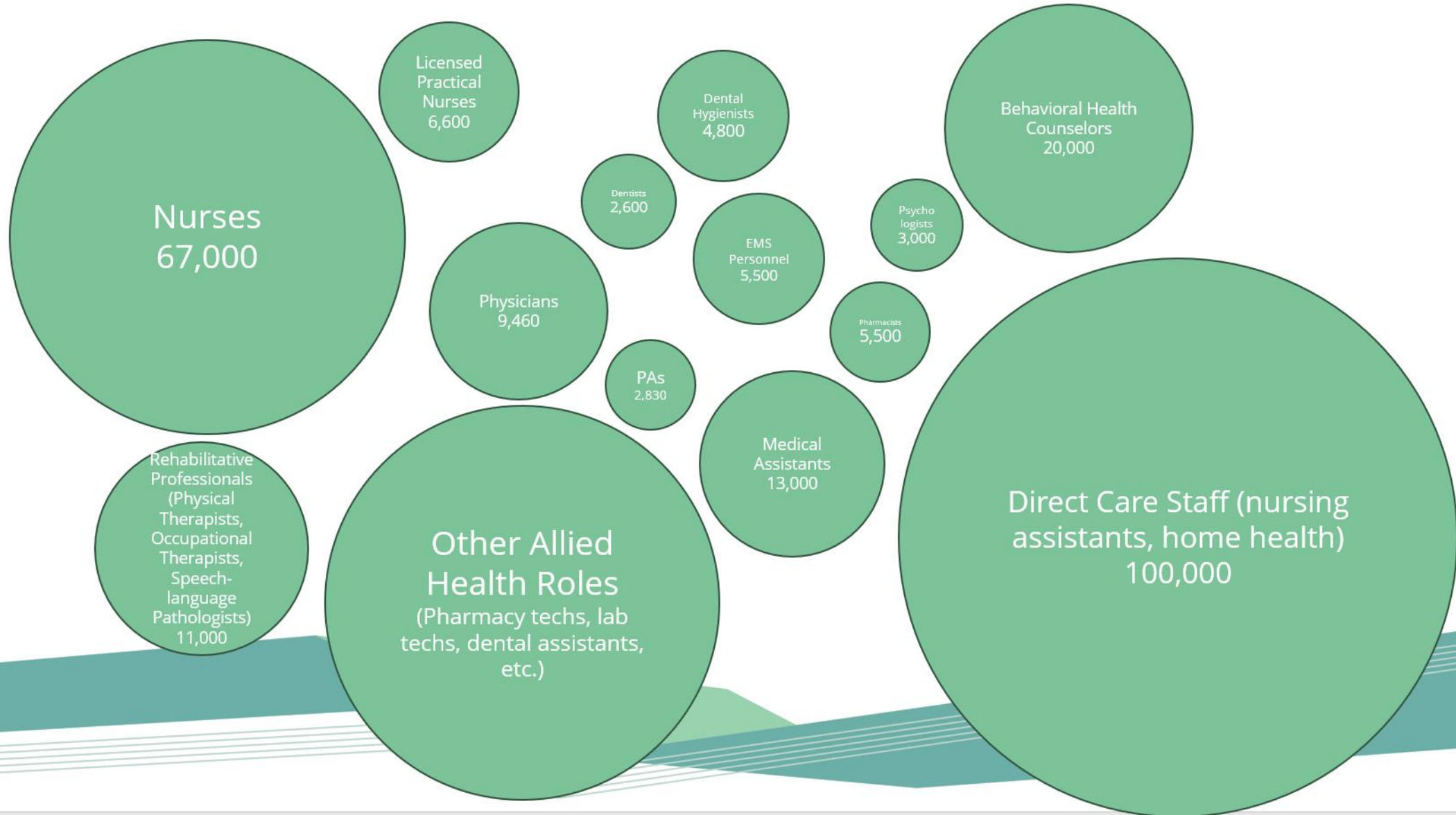
Goal of Today's Conversation

- Provide overview of national context of health workforce challenges
 - Including WI-specific data where readily available
- Determination of scope for the Task Force's efforts
 - If applicable, identification of where more information is required

From today's conversation, we hope to walk away with **initial areas of focus for the Task Force efforts.**



Who is the “health workforce”?



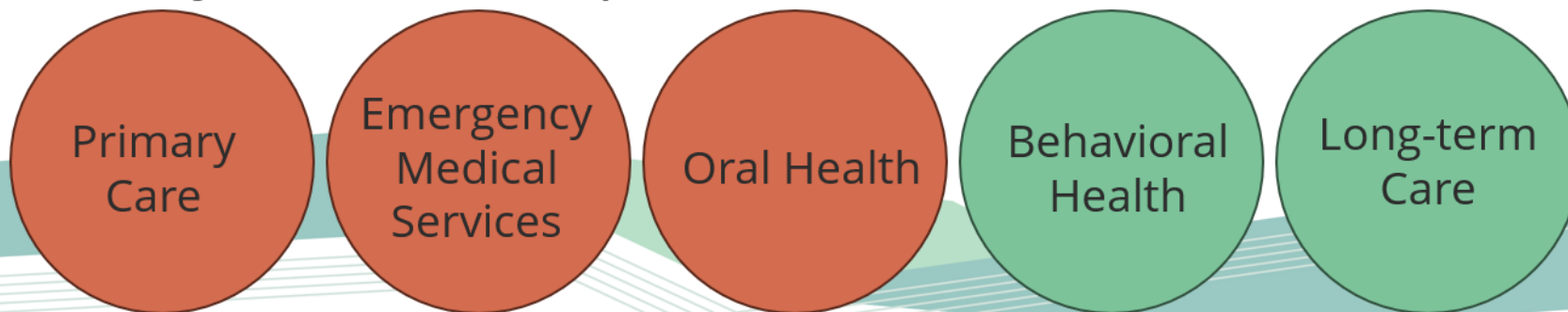
How do states divide and conquer health workforce issues?

➤ What trends are we seeing in state approaches?

➤ By Profession; example:



➤ By sector; example:



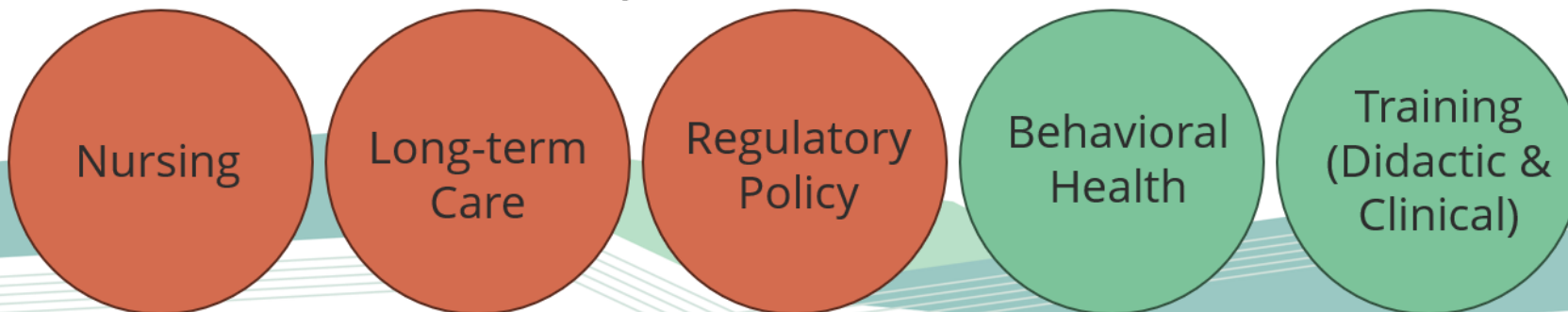
How do states divide and conquer health workforce issues?

➤ What trends are we seeing in state approaches?

➤ By strategy; example:



➤ Some mix; example:



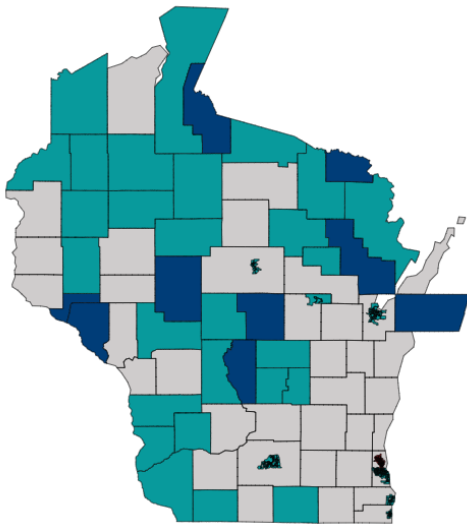
What health workforce issues are emerging?

By Profession and Sector

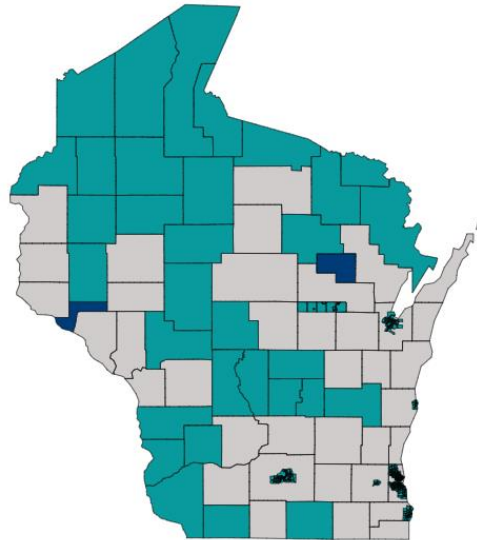
The Language of “Shortage” in States

- Common measuring sticks for states:
 - National averages
 - Federal benchmarks for capacity, as evidenced by Health Professions Shortage Areas (HPSAs)*

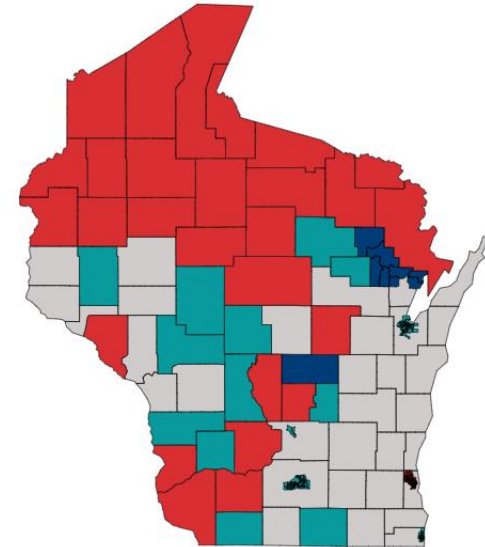
Primary Care



Dental Health



Mental Health



Map Interpretation:
Any non-grey area is designated as having a shortage of professionals.

Source: <https://www.dhs.wisconsin.gov/primarycare/maps.htm>

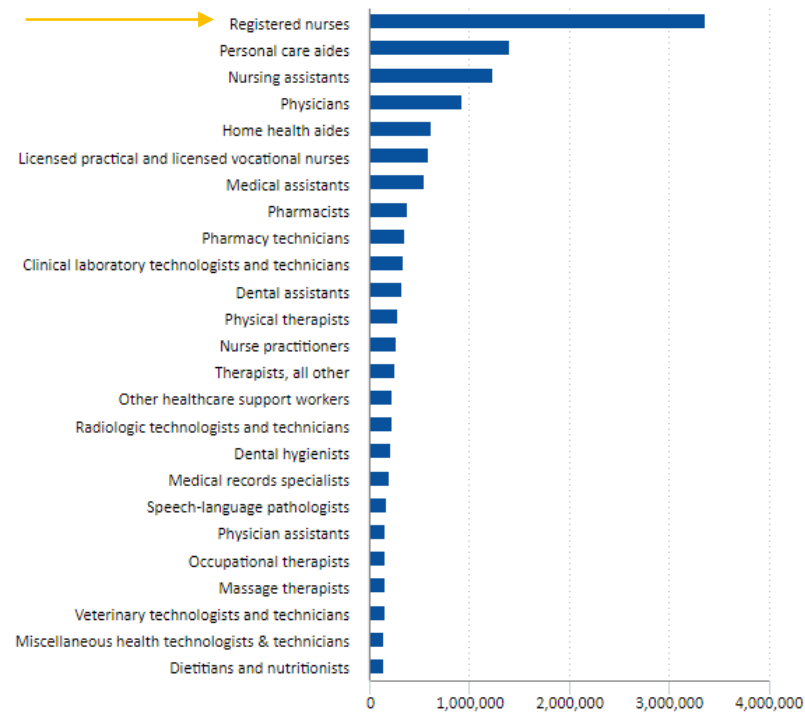
*Benchmark ratios are only available for certain professionals utilized in federal statute for HPSA calculations.

Nursing – Large and Growing

Nurses make up the **largest sector of the health workforce**

With anticipated growth over the next decade equating to **~3,700 annual job openings through 2030.**

Employment in the 25 largest healthcare occupations, 2022



Wisconsin Employment Trends

29-1141.00 - [Registered Nurses](#) 🔥 **Bright Outlook**

View trends for state: Wisconsin

In Wisconsin:

Employment (2020) 64,590 employees
Projected employment (2030) 67,120 employees
Projected growth (2020-2030) 4%
Projected annual job openings (2020-2030) 3,670

In the United States:

Employment (2022) 3,172,500 employees
Projected employment (2032) 3,349,900 employees
Projected growth (2022-2032) 6%
 Faster than average
Projected annual job openings (2022-2032) 193,100

Wisconsin source: Projections Central [2020-2030 long-term projections](#). United States source: Bureau of Labor Statistics [2022-2032 employment projections](#). "Projected growth" represents the estimated change in total employment over the projections period. "Projected annual job openings" represent openings due to growth and replacement.

Area	Period Description	Industry Code	Industry	Occupation	Occupation Code	Base Year Employment	Projected Year Employment	Numeric Change	Percent Change	Annual Openings Due to Exits	Annual Openings Due to Transfers	Annual Openings Due to Growth	Total Annual Openings
Wisconsin	LT Projections 2020-2030	000000	Total All Industries	Registered Nurses	291141	64,594	67,119	2,525	3.909	1,757	1,657	252	3,666
Wisconsin	ST Projections 2022-2024	000000	Total All Industries	Registered Nurses	291141	62,780	63,028	248	.395	2,016	1,562	124	3,702

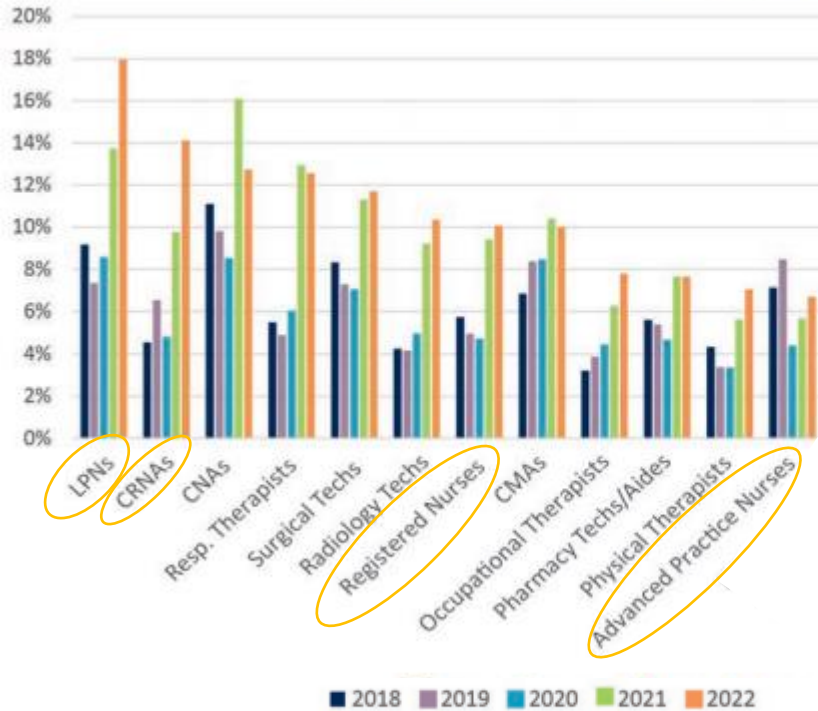
Sources:

- <https://www.bls.gov/spotlight/2023/healthcare-occupations-in-2022/home.htm>
- <https://www.onetonline.org/link/localtrends/29-1141.00?st=WI>
- <https://jobcenterofwisconsin.com/wisconomy/query>

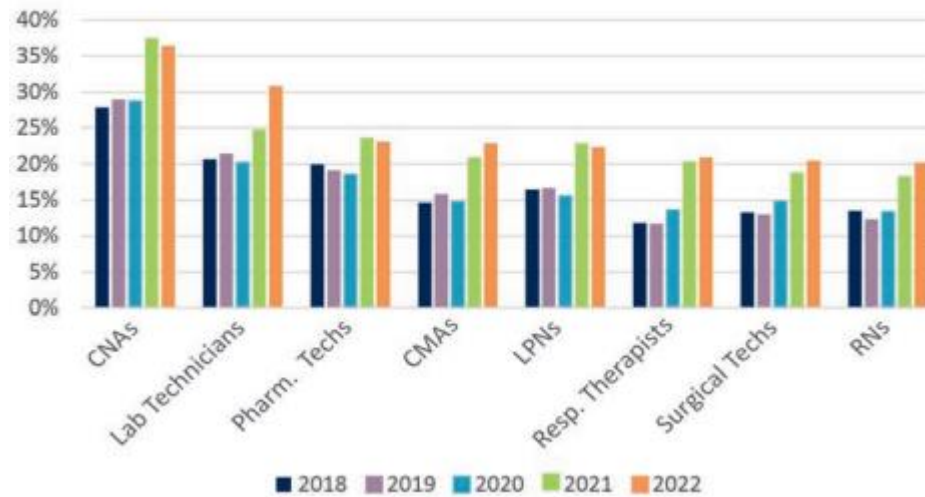
Nursing – Shortage & Pipeline Issues

Vacancy Rates for Selected Hospital Professions

Source: WHA Information Center annual hospital survey



Turnover of 20% or More in 8 Professions



Nationally, nursing programs report **insufficient nurse faculty and nurse preceptors**

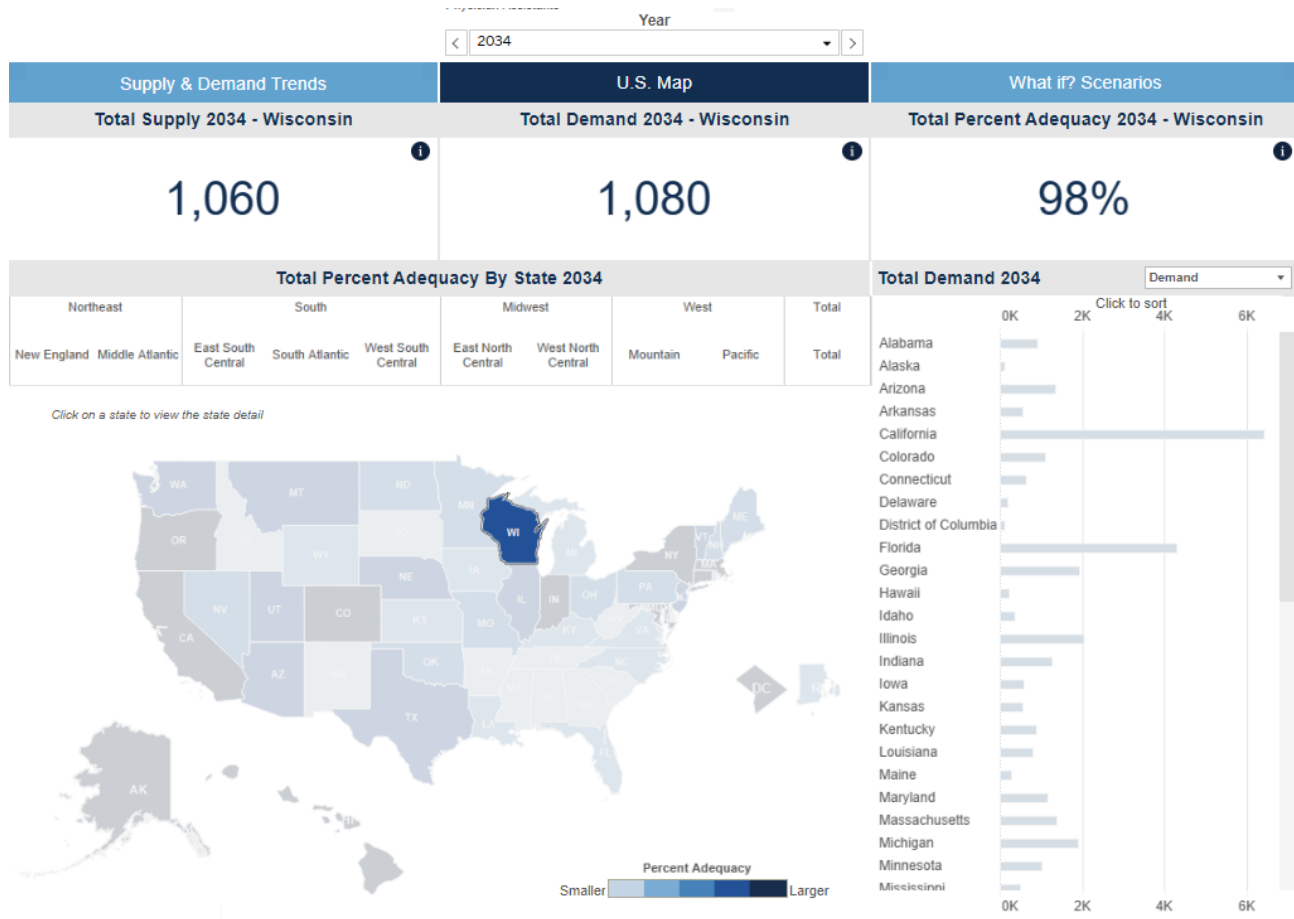
“U.S. nursing schools turned away 91,938 qualified applications from baccalaureate and graduate nursing programs in 2021 due to an **insufficient number of [nurse] faculty, clinical sites, classroom space, clinical preceptors, and budget constraints**”

WI hospitals report **high and climbing vacancy and turnover rates**

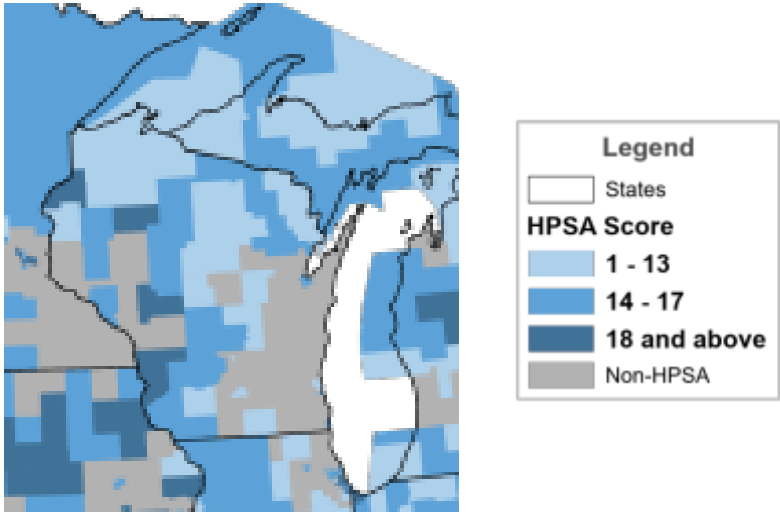
Sources:

- <https://www.wha.org/WHA-Workforce-Report-2024>
- <https://www.aacnursing.org/Portals/0/PDFs/Fact-Sheets/Faculty-Shortage-Factsheet.pdf>

Behavioral Health – Shortages?



~50% of WI is designated as a Mental Health HPSAs



Date created: March 10, 2024
 Source: Department of Health and Human Services, Health Resources and Services Administration, Health Workforce Projections. Available at <https://bhwh.hrsa.gov/data-research/review-health-workforce-research>

Sources:

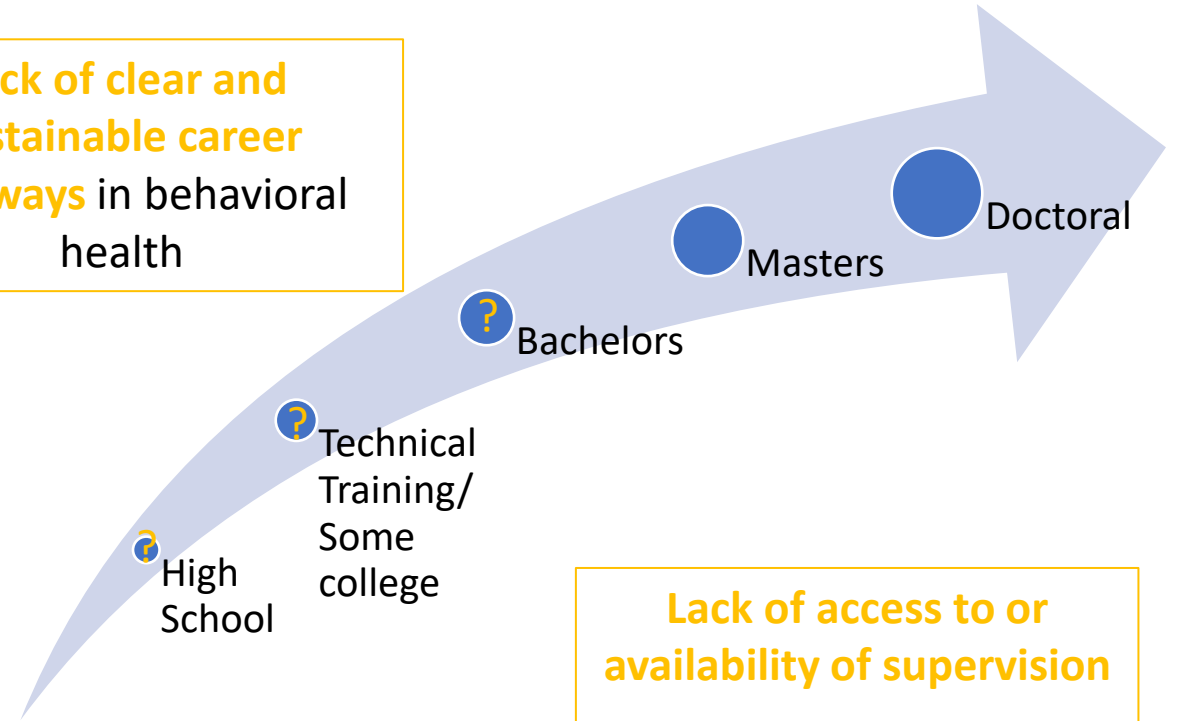
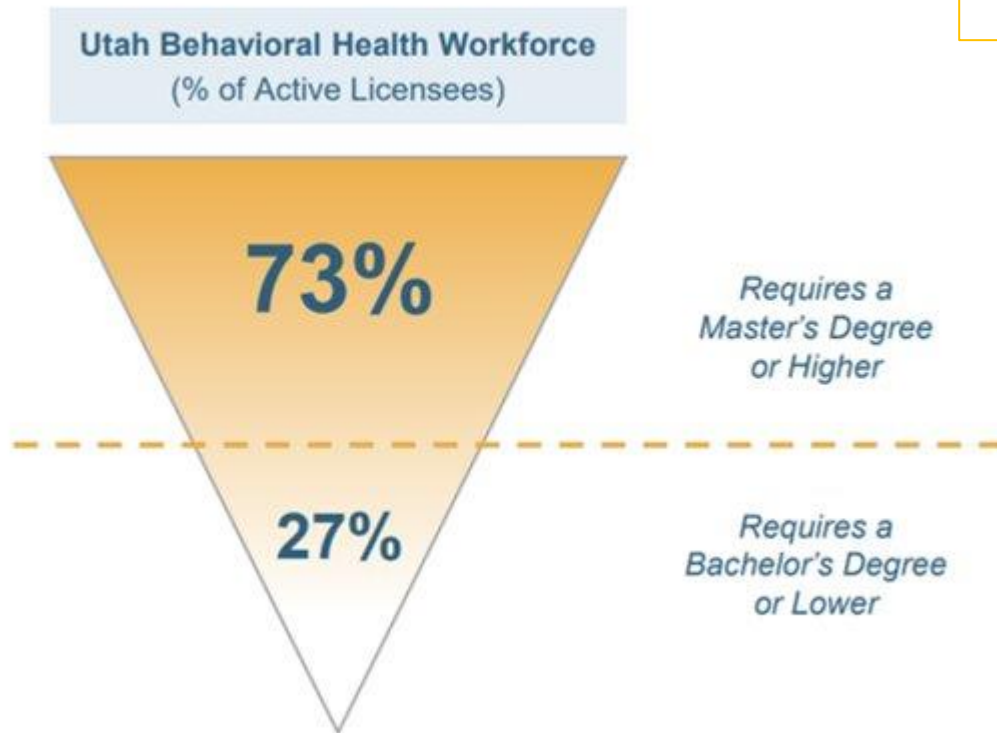
- <https://data.hrsa.gov/topics/health-workforce/workforce-projections>
- <https://data.hrsa.gov/maps/map-gallery>

Behavioral Health – Career Pathways

A “top heavy” workforce with little roles for individuals with a bachelor’s degree or lower

Lack of clear and sustainable career pathways in behavioral health

Lack of access to or availability of supervision

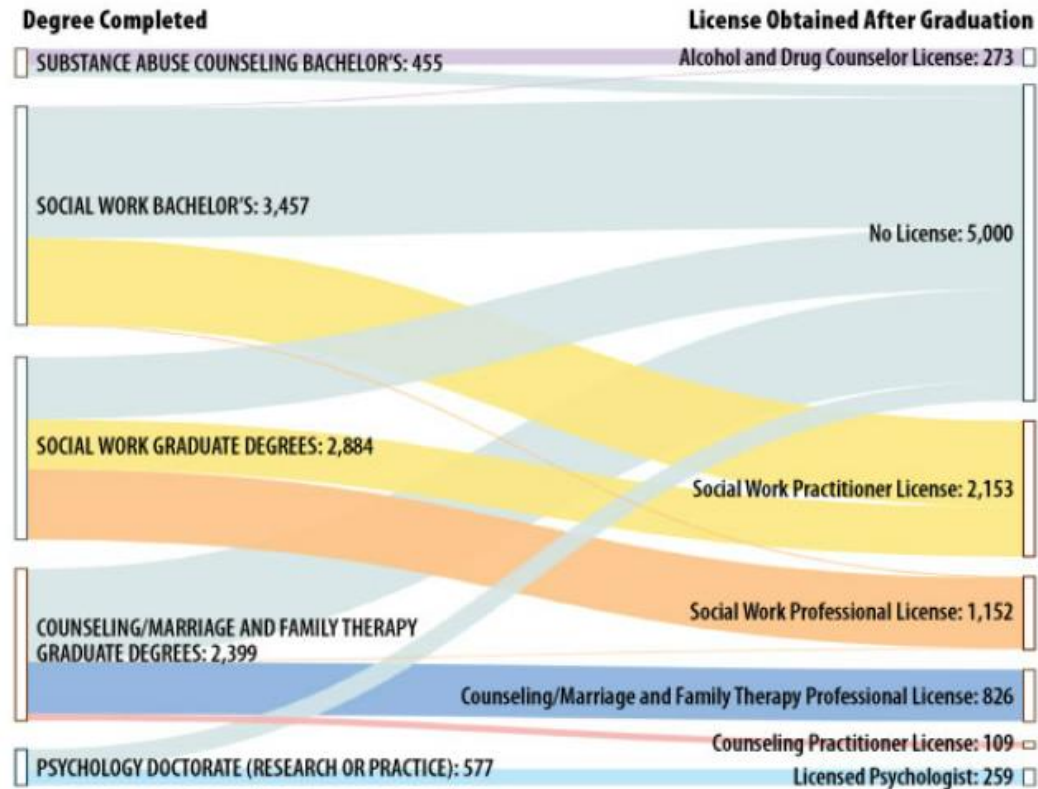


Source: DOPL licensee data obtained from DOPL MLO report "Active License Count," accessed 2/28/2023; data on DHHS licensees provided to OPLR by DHHS administrators in July, 2022. The figures presented do not reflect members of the workforce who hold a private certification (e.g., CNAs) or no certification (e.g., psych techs).

Behavioral Health – Attrition & Market Issues

Graduation-to-license attrition

Figure 1. Shares of Graduates in Mental Health Related Programs Who Became Licensed After Graduation, Classes of 2007-2014



High debt-to-income

According to the Council on Social Work Education and the National Association of Social Workers survey,

“MSW students have on average between \$68,000- \$76,000 total student loan debt”

(even higher for racial and ethnic minorities).

Starting salaries for MSW graduates are **~\$47,000 annually.**

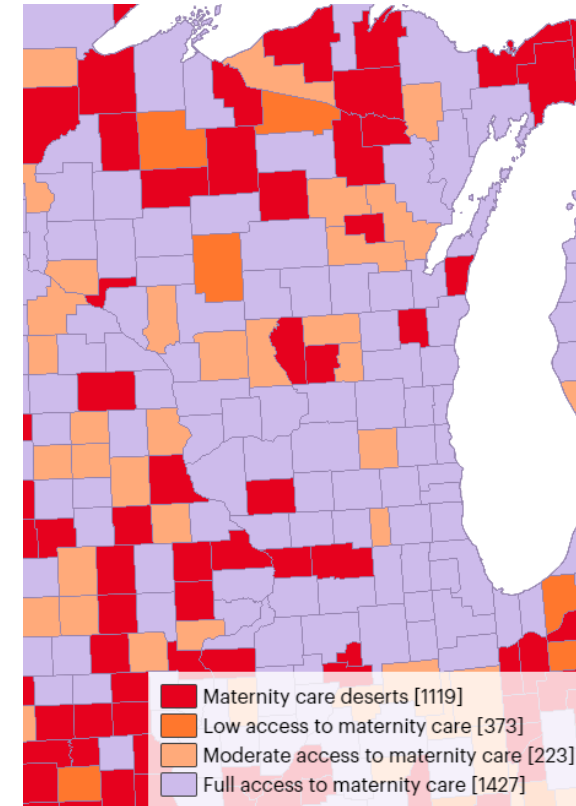
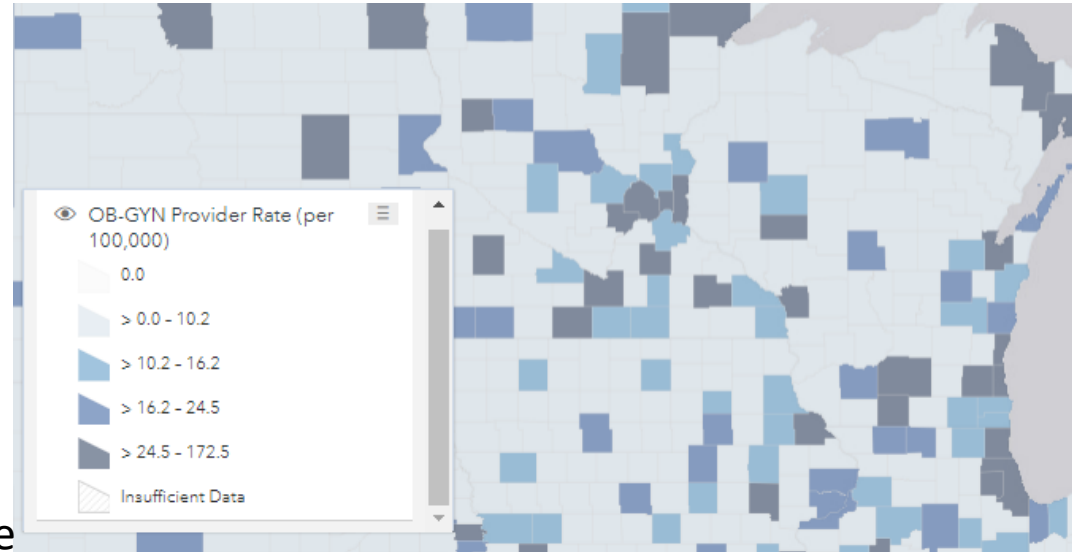
Can WI confidently report behavioral health providers?

Sources:

- <https://mn.gov/deed/newscenter/publications/trends/september-2017/mental-health-pipeline.jsp>
- <https://www.socialworkers.org/LinkClick.aspx?fileticket=MAStKYsEIMs%3D&portalid=0#:~:text=The%20Council%20on%20Social%20Work,%2476%2C000%20total%20student%20loan%20debt.>

Maternity Care

- Maternity Care Target Areas (MCTAs) launched by Health Resources and Services Administration (HRSA) in 2022
- Scoring considers
 - Available dedicated maternity care professionals
 - Low-income population
 - Travel time/distance to accessible care
- Does WI have a reliable source to identify maternity care providers?



According to HRSA map,
WI has several counties with no OB-GYN professionals

March of Dimes report identifies
several northern counties as maternity care deserts.

Sources:

- [https://bhw.hrsa.gov/workforce-shortage-areas/shortage-designation/scoring#:~:text=Maternity%20Care%20Target%20Areas%20\(MCTAs,Maternity%20Care%20Health%20Professional%20Ratio](https://bhw.hrsa.gov/workforce-shortage-areas/shortage-designation/scoring#:~:text=Maternity%20Care%20Target%20Areas%20(MCTAs,Maternity%20Care%20Health%20Professional%20Ratio)
- <https://data.hrsa.gov/maps/mchb/>
- <https://www.marchofdimes.org/maternity-care-deserts-report>

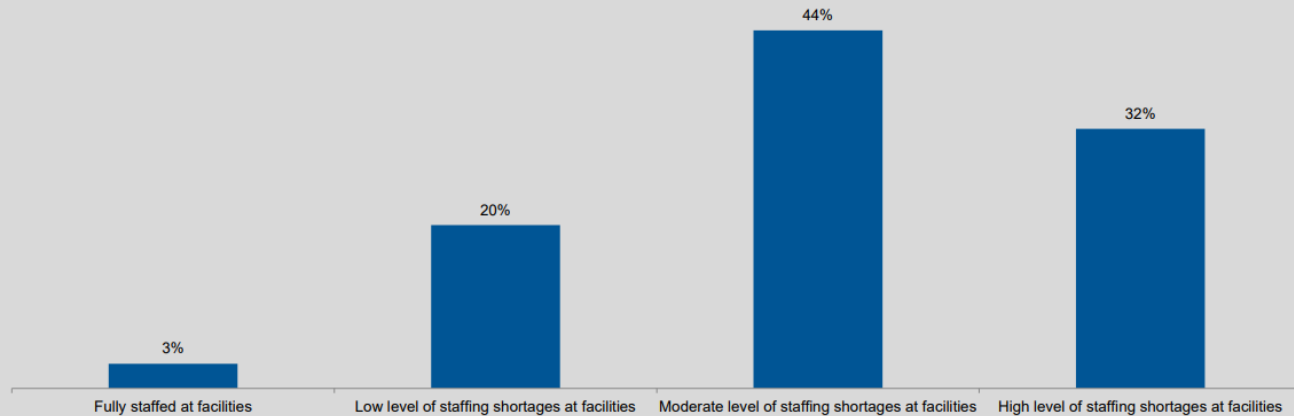
Long-term Care

Only **3%** of national nursing homes report being **sufficiently staffed**

Approximately 77% of nursing homes facing moderate to high levels of staffing shortages

What is your current staffing situation?

Note: "staffing shortages" are defined as on more than one occasion, you could not fill all of your shifts without agency or asking people to work overtime/extra shifts.



Source: American Health Care Association Survey of 425 Nursing Home Providers, May 2023

Home health and personal care aides are expected to grow by **19%** in WI from 2020-2030, averaging **11,712 annual job openings**.

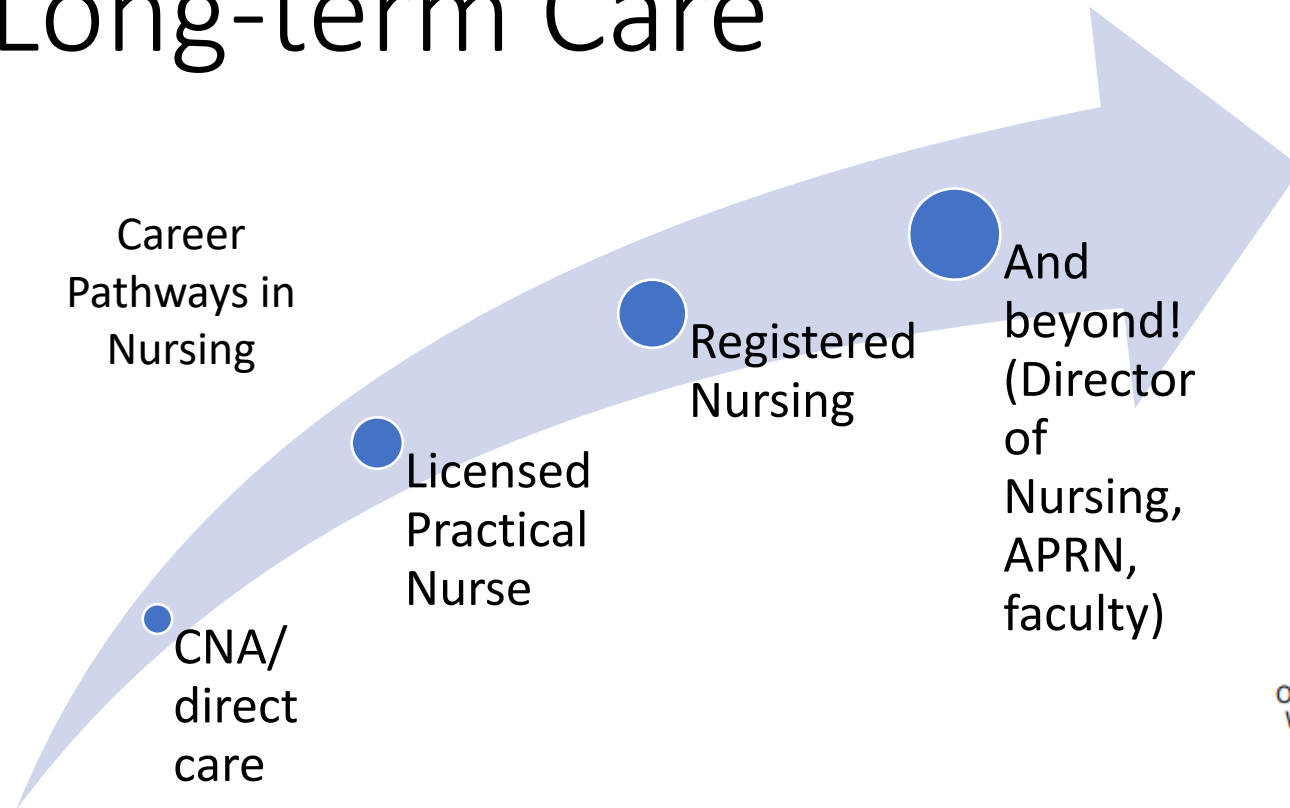
Area	Period	Industry Code	Industry	Occupation	Occupation Code	Base Year Employment	Projected Year Employment	Numeric Change	Percent Change	Annual Openings Due to Exits	Annual Openings Due to Transfers	Annual Openings Due to Growth	Total Annual Openings
Wisconsin	LT Projections 2020-2030	000000	Total All Industries	Home Health and Personal Care Aides	311120	77,811	92,315	14,504	18.64	5,446	4,816	1,450	11,712
Wisconsin	ST Projections 2022-2024	000000	Total All Industries	Home Health and Personal Care Aides	311120	75,481	77,555	2,074	2.7477	6,202	5,358	1,037	12,597

In WI, there is a **28.4% vacancy rate** for certified nursing assistants (CNAs) and direct care workers.

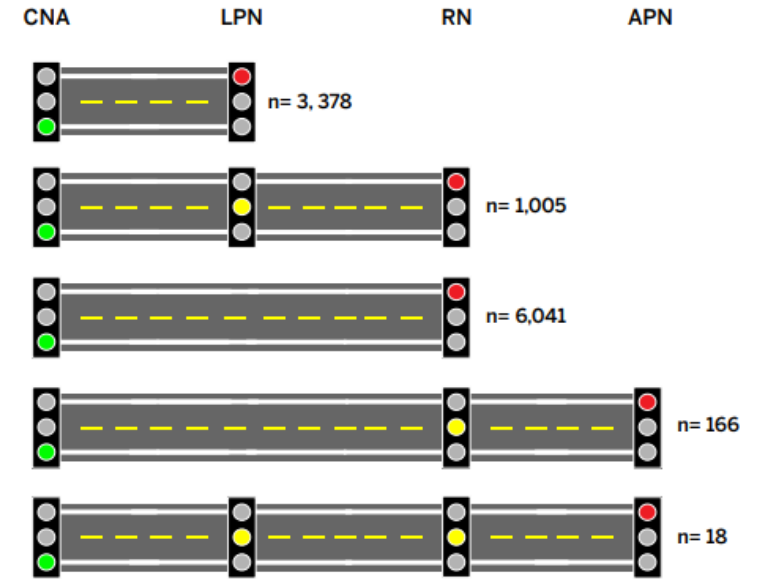
Sources:

- <https://www.ahcancal.org/News-and-Communications/Fact-Sheets/FactSheets/SNF%20Survey%20Mid-Year%202023.pdf>
- <https://jobcenterofwisconsin.com/wisconomy/query>
- <https://www.leadingagewi.org/media/113792/2022-workforce-report-7-13a.pdf>

Long-term Care

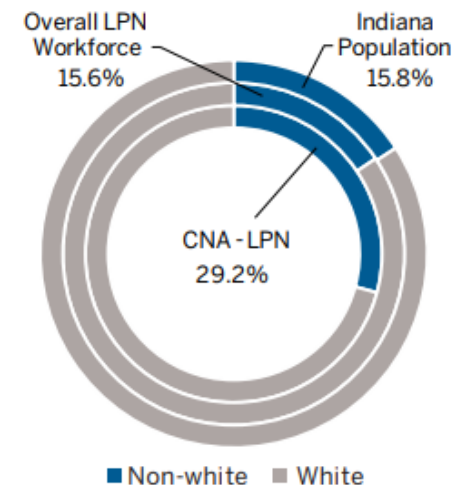


Defining the Pathways

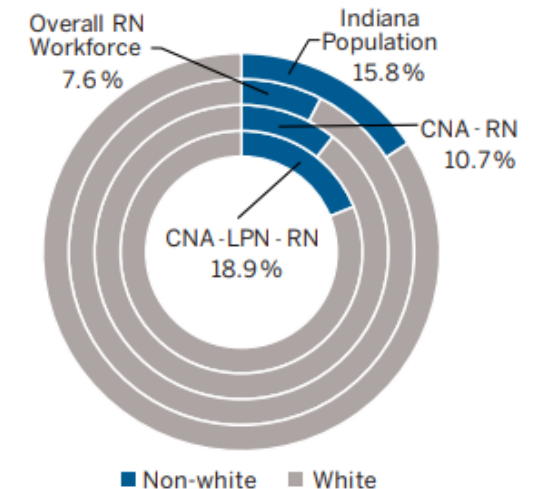


- **Shortages** extend from direct care into **nursing roles**
- **Career pathways** from direct care into nursing
 - Grow the LTC and nursing workforce
 - Accessible for minority populations

Diversity: CNA - LPN Pathway⁷

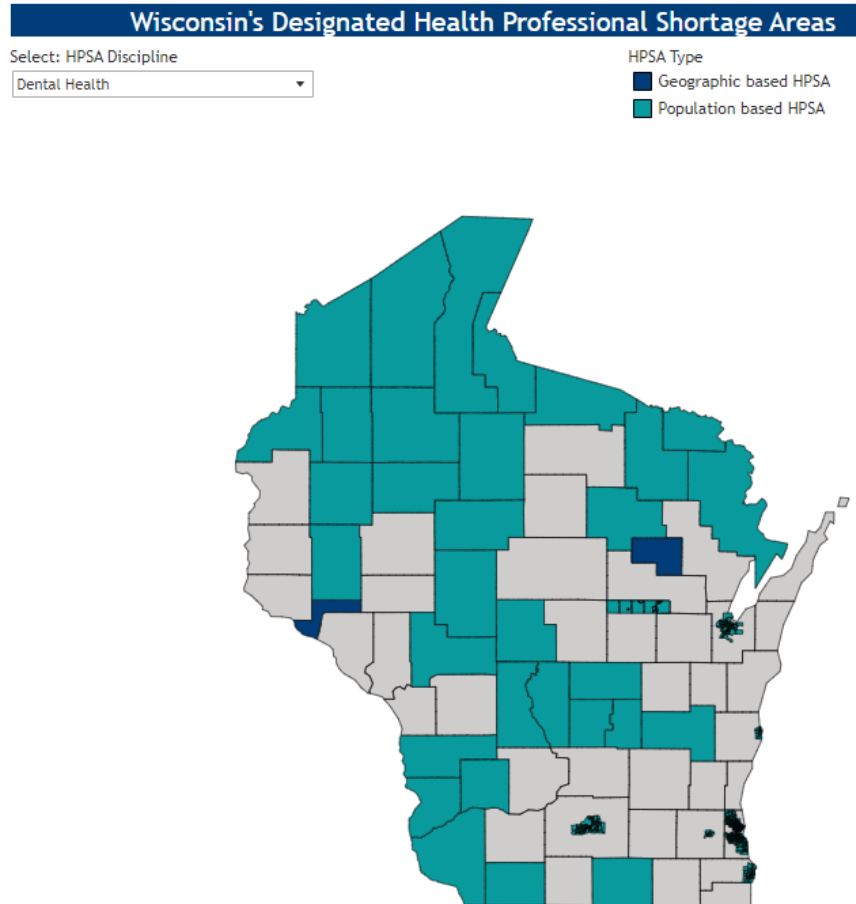


Diversity: CNA - RN Pathway⁷



Oral Health

Dental Health HPSAs



Results from 2021 WI Dentist Workforce Survey (61% response):

- Key demographics: The dentist workforce is **not representative of Wisconsin's racial and ethnic minority or female populations**
- Retention/Attrition: Nearly **30% of the workforce is leaving in the next five years**, including 34% of Medicaid/BadgerCare+ (MA/BC+) providers.
- Practice: The majority of dentist respondents provide care in private practices (89%). **Only 29% of dentists report serving MA/BC+ patients.**

Other trends seen nationally:

- **Shortages of dental assistants**
- **High debt-to-income ratio for dentists**
- **Low reimbursement for dental services on public programs**
- **Dental therapy** (passed in 2024 in WI)

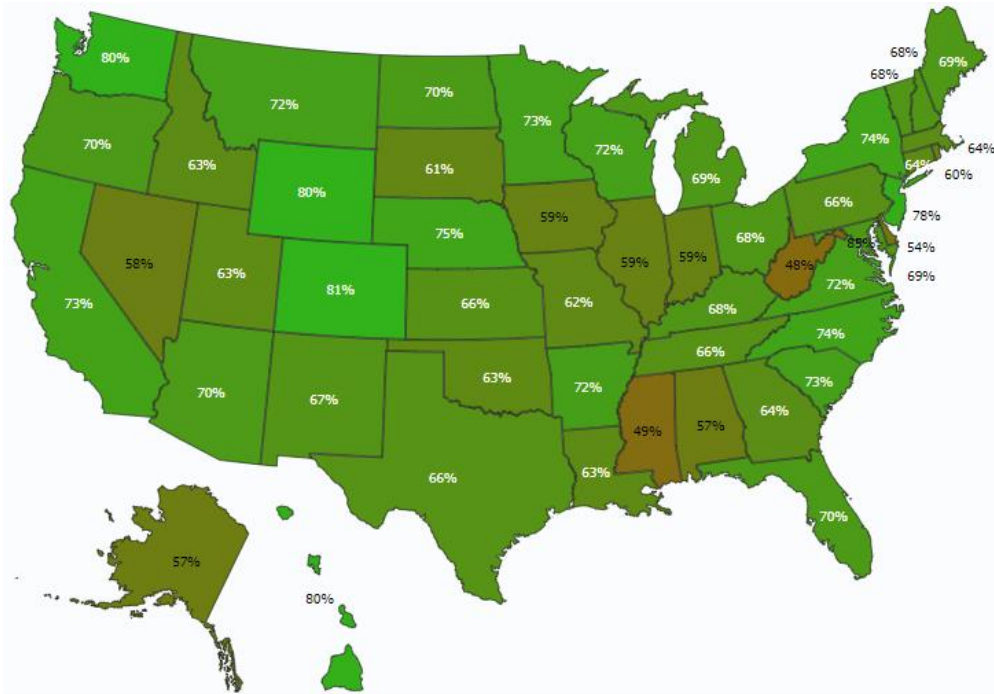
Sources:

- <https://www.dhs.wisconsin.gov/primarycare/maps.htm>
- <https://www.dhs.wisconsin.gov/publications/p03204.pdf>

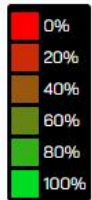
Emergency Medical Services (EMS; EMTs and Paramedics)

NREMT (Entrance Exam) Pass Rates by 1st Attempt, 2023

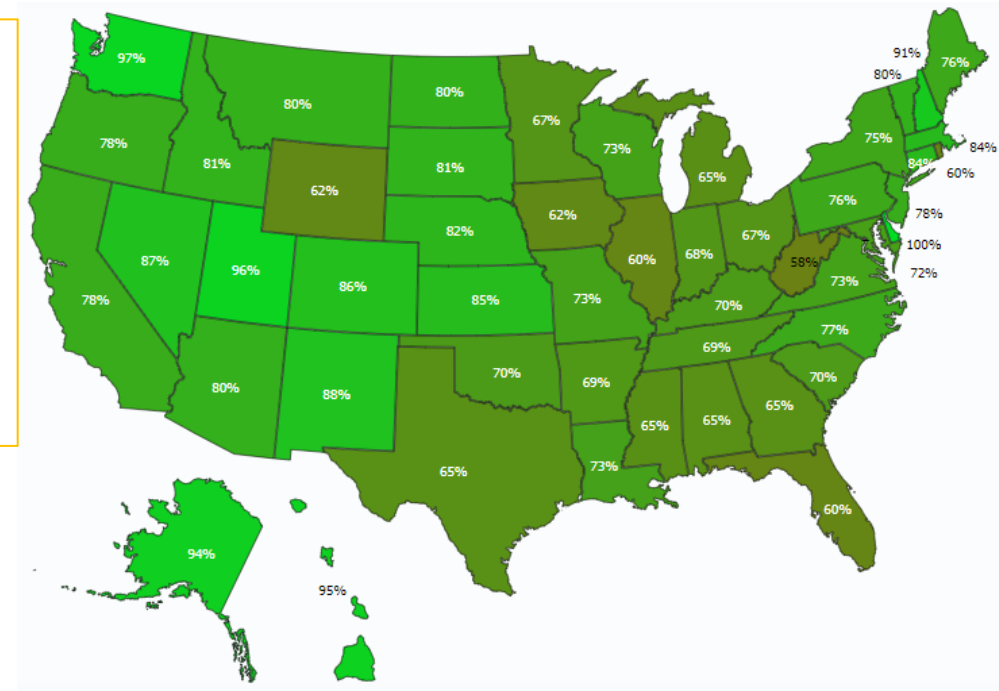
EMTs



WI fares well compared to national average on EMT (72% vs. 69%) and Paramedic (73% vs. 71%) pass rates



Paramedics



EMS (Cont.)

Area	Period Description	Industry Code	Industry	Occupation	Occupation Code	Base Year Employment	Projected Year Employment	Numeric Change	Percent Change	Annual Openings Due to Exits	Annual Openings Due to Transfers	Annual Openings Due to Growth	Total Annual Openings
Wisconsin	ST Projections 2022-2024	000000	Total All Industries	Emergency Medical Technicians	292042	3,587	3,622	35	.9757	88	184	18	290
Wisconsin	ST Projections 2022-2024	000000	Total All Industries	Paramedics	292043	1,907	1,927	20	1.0488	38	64	10	112
Wisconsin	LT Projections 2020-2030	000000	Total All Industries	Emergency Medical Technicians and Paramedics	292040	5,768	5,841	73	1.2656	108	269	7	384

WI employment projections for EMTs & Paramedics:
1-2% growth over next decade

Other State Trends in EMS Workforce

- **Low wage** related to unsustainable services (not paid if patient not transported)
- **Low retention** (related to wage/benefits, agency leadership, burnout, lack of career growth)
- Unique workforce with **high volunteerism**

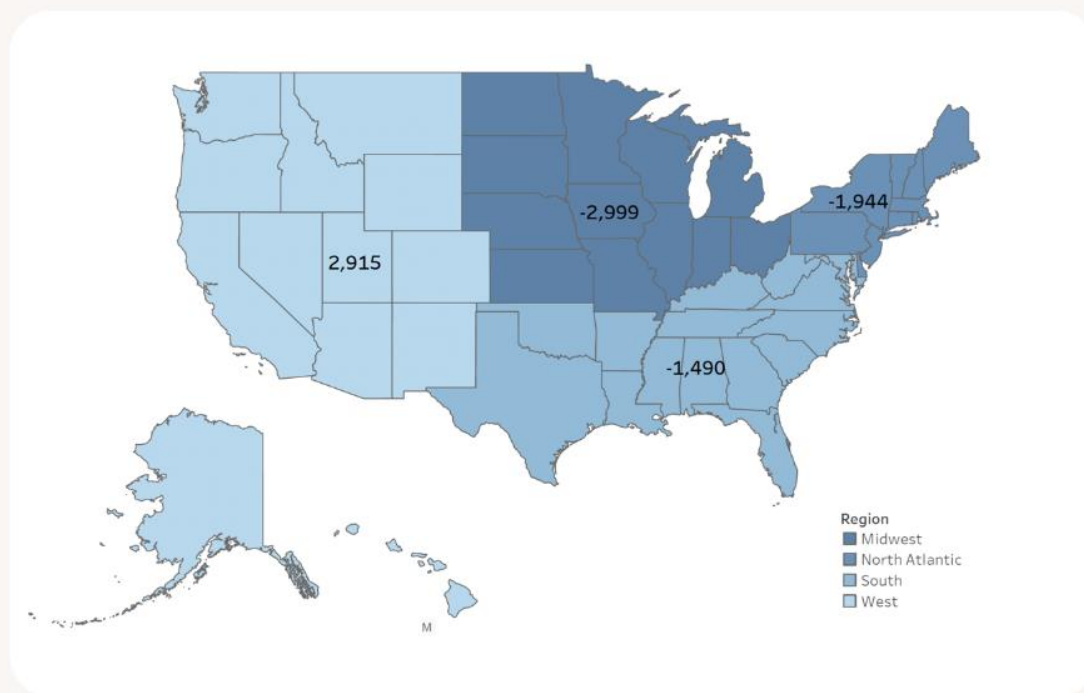
What health workforce issues are emerging?

By Topic

Education/Pipeline

- Some professions/regions are experiencing a **decline in enrollment**

Figure 2. Generic Baccalaureate Enrollment Difference between Fall 2021 and Fall 2022, by Region (Nursing)



Source: <https://www.aacnursing.org/news-data/all-news/data-spotlight-a-closer-look-at-enrollment-and-graduation-trends>



- Gaps/underrepresentation of CTE and apprenticeship roles in health care



- Faculty shortages



- Preceptor (clinical experience, field supervisor) shortages



- Insufficient program size to meet demand

Recruitment/Retention: Masters+ Health Workforce

Profession	Student Loan Debt, \$ ^a	Income, \$ ^b	Debt-to-Income Ratio, % ^c
Dentist			
2016	229,417	140,000	164
2010	166,265	130,350	128
ACPY ^d	10,525	1608	6 ^e
Optometrist			
2016	163,980	109,100	150
2010	131,599	86,000	153
ACPY ^d	5397	3850	-0.5 ^e
Pharmacist			
2016	157,425	112,000	141
2010	107,292	100,250	107
ACPY ^d	8356	1958	5.7 ^e
Physician			
2016	180,000	200,000	90
2010	147,383	160,000	92
ACPY ^d	5436	6667	-0.3 ^e
Veterinarian			
2016	159,923	85,000	188
2010	124,191	80,000	155
ACPY ^d	5955	833	5.5 ^e

^a Data on average student loan debt were collected from surveys conducted by the Association of American Medical Colleges, American Dental Education Association, Association of Schools and Colleges of Optometry, American Association of Colleges of Pharmacy, and Association of American Veterinary Medical Colleges

^b Data on median income were collected from the American Community Survey

^c Debt-to-income ratio, expressed as percentage, indicates change in debt relative to change in income per year over a given time period, in this case, 6 years. Numbers greater than 100% indicate debt exceeds income, while those less than 100% indicate income exceeds debt

^d Average change per year (ACPY) between the two years of 2010 and 2016

^e Percentage points of ACPY between the debt-to-income ratios of 2010 and 2016

Source: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6920640/>

High debt-to-income ratios drive practice decisions

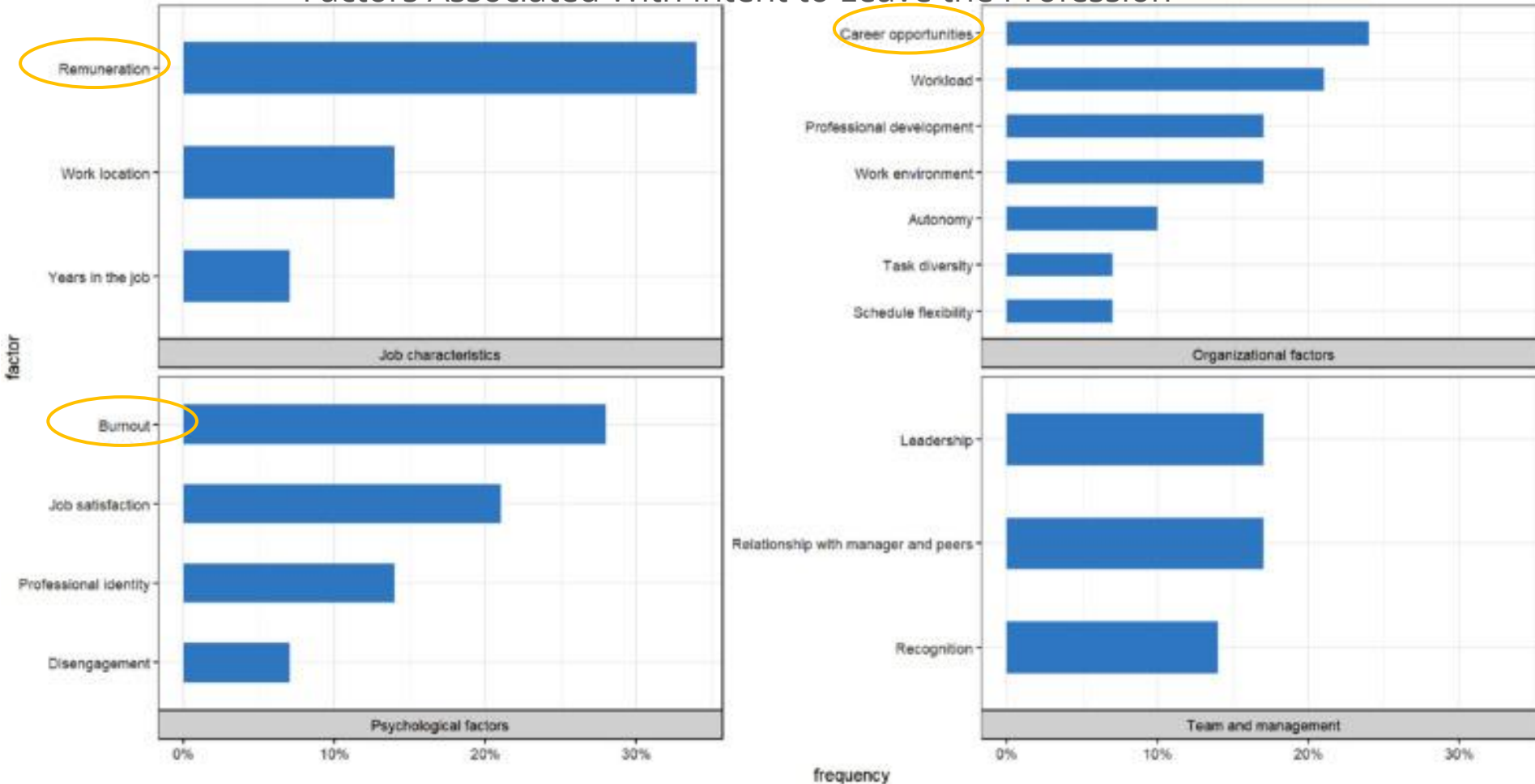
- Away from underserved areas (rural, Medicaid, etc.), toward affluent communities (urban, private pay)
- Away from general practice, toward specialties

Challenging/poorly understood licensing requirements negatively impact recruitment

Insufficient opportunities for career advancement

Recruitment/Retention: Bachelors or Lower Health Workforce (Allied Health)

Factors Associated With Intent to Leave the Profession



- **Low wages**
- Need for additional supports
 - **Benefits**
 - Paid family leave
 - Insurance coverage
 - Affordable **housing**
 - **Transportation**
 - **Childcare**
- **Burnout**
- Clear and accessible **career pathways to higher wage** careers

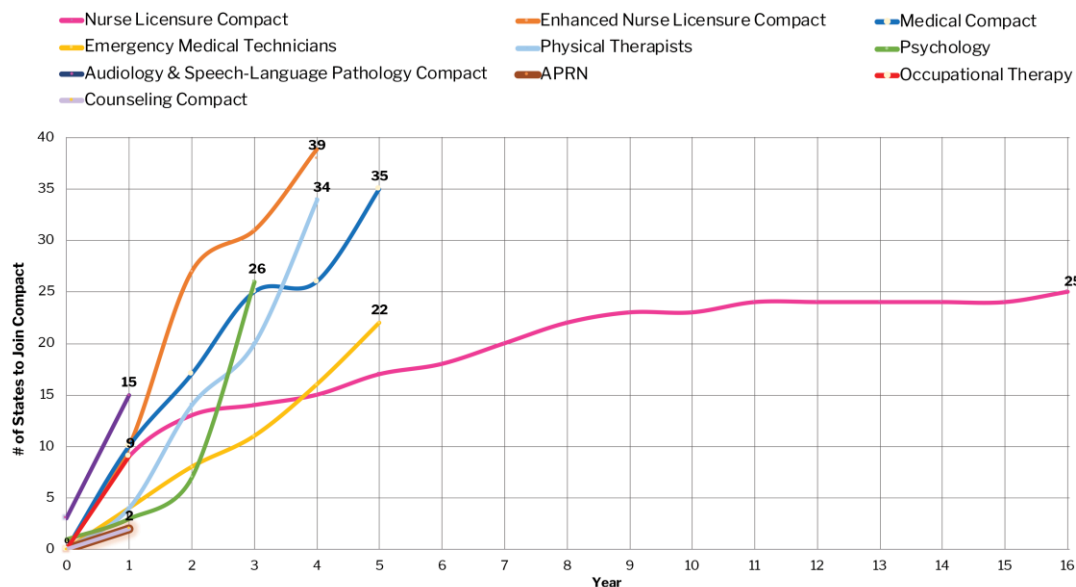
Licensing/Regulation

Interstate portability is an emerging area of interest, especially post-COVID

Scope of practice policy is always at the top of regulatory agendas in states, including

- What types of services can be provided
- In which settings
- Under what autonomy/supervision

Health Care Licensure Compact Progression



Note: The original NLC was adopted in 1997 and was retired in January 2018. The enhanced NLC (eNLC) was adopted in 2015 and implemented in January 2018. The eNLC can simply be referred to as NLC since the original version no longer exists.

Sources:

- <https://www.ncsbn.org/compacts/growth-of-licensure-compacts.page>
- <https://scopeofpracticepolicy.org/>



APRN



Where do we begin?

Defining the Scope of the Task Force

Reminder: Goal of Today's Conversation

- ☑ Provide overview of national context of health workforce challenges
 - Including WI-specific data where readily available
- ☐ Determination of scope for the Task Force's efforts
 - If applicable, identification of where more information is required

From today's conversation, we hope to walk away with
initial areas of focus for the Task Force efforts.

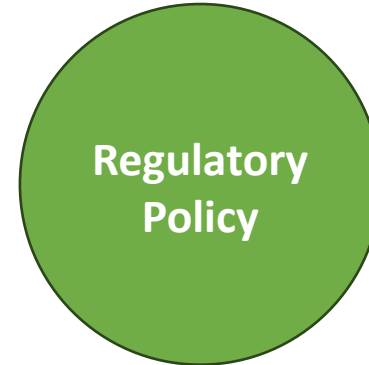
Scope Determination

- Defining scope is an important first step to
 1. Develop achievable recommendations
 2. Prioritize the state's greatest needs, and
 3. Maximize success of the Task Force's outputs
- Considerations:
 - Maximum impact
 - Time frame: <6 months from today to final output
 - Historical momentum opportunities
 - Balance of short-term wins and long-term visions

Questions for Today's Discussion

- Where are WI's greatest health workforce challenges?
- Where has work already been done that the Task Force can elevate and progress?
- How might the top priorities be grouped to organize our efforts?
 - Profession / sector?
 - Topic / strategy?

Would these categories be comprehensive/sufficient?



Next Meeting

Homework

- ❑ Identification of additional “pockets” of data to better understand the prioritized issues and contributing factors
- ❑ Identification of previous work in-state related to these areas
 - Please share data or previous work with ltgovernor@wisconsin.gov.

Next Meeting

- Deep dive into the “whys” of the problems
- Review the work that may have already been done in Wisconsin for the prioritized areas
- Initial investigation into additional potential solutions

Thank you!

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