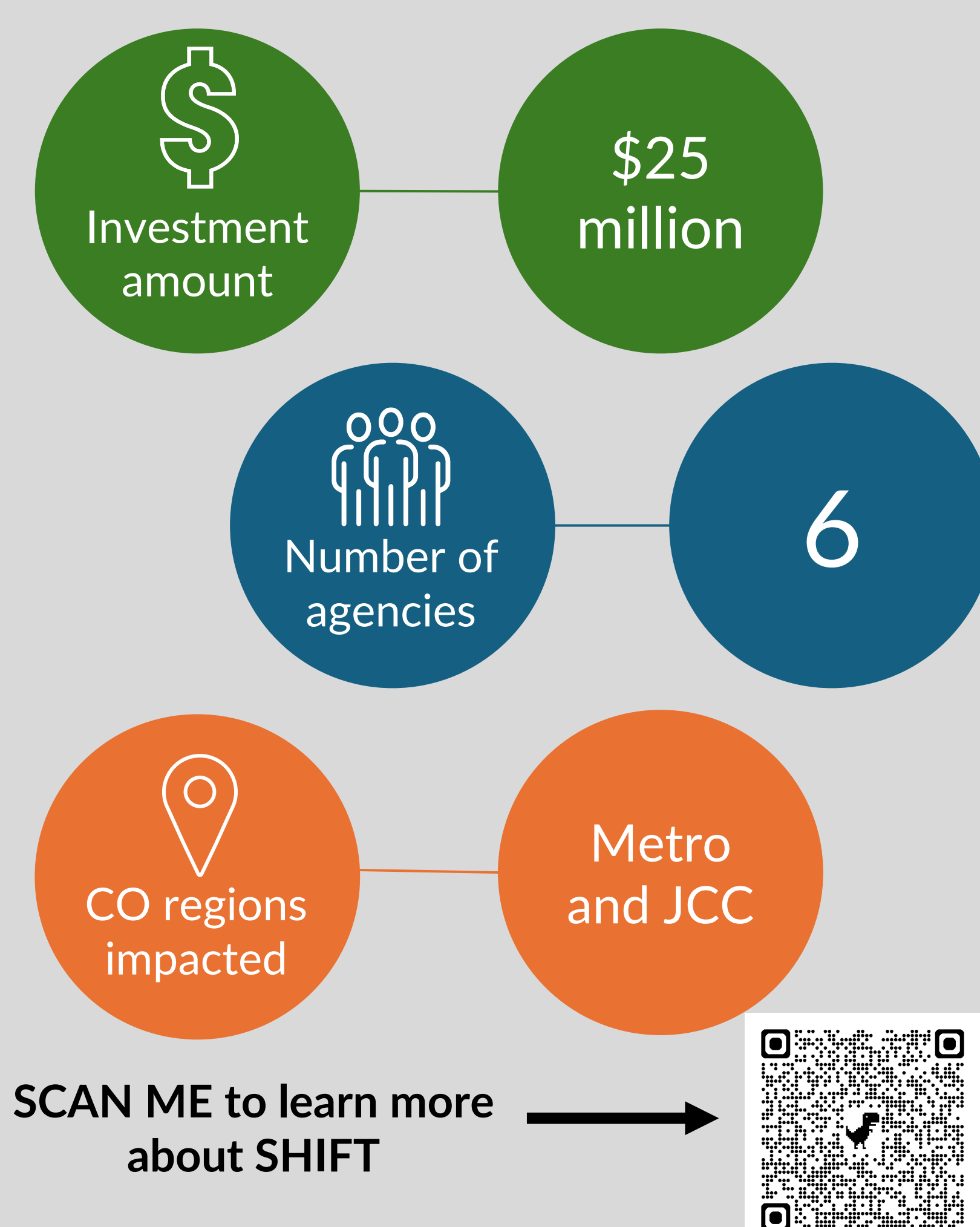


About CareOregon's Strategic Healthcare Investment for Transformation (SHIFT) Initiative

- Starting in 2021, CareOregon (CO) invited local, state, and national stakeholders and behavioral health (BH) experts to develop SHIFT.
- SHIFT is a multi-year initiative focused on transforming BH through significant investments, cross-agency collaboration, and initiative-wide learning.
- SHIFT aims to build member-driven, outcomes-focused, team-based care models that reduce health inequities, ensure timely access to care, and prepare providers for advanced value-based payment models.



A “SHIFT” in Behavioral Health Care: Putting Early Learnings into Action

Key Learnings	CareOregon’s Actions
Need to meaningfully engage people with lived experience	<ul style="list-style-type: none">Added an Equity, Diversity, and Inclusion consultant to the SHIFT teamRequired agencies to include people with lived experience and/or client voice throughout their business plan development process
Provide support to meet agencies where they are	<ul style="list-style-type: none">Connected agencies to consulting partners to support detailed planning work from the beginning of the initiativeLaunched virtual peer (agency-to-agency) learning opportunities
Secure time for learning, reflection, & knowledge sharing	<ul style="list-style-type: none">Launched regular cohort meetings to support ongoing learningEstablished bi-weekly meeting space to support alignment, iteration, and shared learning for agency support teamsFormalized learning system infrastructure and practiced identifying learning system inputs
Develop communications materials for internal & external audiences	<ul style="list-style-type: none">Consultants working to support internal and external communication strategies for agenciesLaunched bi-weekly email to agencies and partners with program updates
Situate SHIFT in the larger behavioral health ecosystem	<ul style="list-style-type: none">Aligned SHIFT’s goals and requirements with other CareOregon and state-wide BH initiativesProvided project management and implementation coaching expertise to agencies, both resources often missing in the ecosystem
Establish clear processes for decision making	<ul style="list-style-type: none">Hired new operational positions to better support SHIFTImplemented project management processes that support documentation, task tracking, and role clarityLaunched weekly status report process with partners to increase transparency of project status and decisions made

CORE: Keri Vartanian, Roxanne Marsillo, Ben Gronowski, Maggie Weller
 CareOregon: Emily Root, Bradley Raburn, Natalie Kenton



*“We're dealing with individual businesses, individual entities. They [the SHIFT agencies] have **their own strategic vision that we need to fit into as much as possible.**”*

*“I think in practical terms, I'm excited to see us wrestle with these concepts that have been built somewhat in a lab out into the real world. [...] I'm excited to see how we **adjust, iterate once we're bringing this idea out to market and have people trying it.**”*

“It seems really critical that at least we make progress in nesting it [SHIFT] into the ecosystem with its closest partners being primary care and the social service organizations that are so critical to the whole person care that we're promising [through this initiative].”

About CORE’s Evaluation

- Methods**
- The Center for Outcomes Research and Education (CORE) conducted 14 interviews in 2023, incorporating views from 21 people involved in the development of SHIFT
 - Interviews explored the process of developing SHIFT and lessons learned from multiple perspectives
 - Rapid qualitative analysis was used that leverages a framework approach
 - Analysis identified six key learnings
 - Key learnings supported program adjustments made by CO and external consultants and partners

Next Steps

CO is committed to creating an environment of continuous learning and improvement. To this end, SHIFT includes a Learning System (see below), in which CORE plays an active role in.

