



Redwood Region RISE

Health and Caregiving Activation Plan



California's Redwood Region
Tribal Lands, Del Norte, Humboldt,
Lake, and Mendocino Counties

A Product of Redwood Region RISE
The California Center for Rural Policy
at Cal Poly Humboldt

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Executive Summary

Health and Caregiving: A Cornerstone for Regional Well-being

The Redwood Region's health and caregiving ecosystem forms the foundation of community resilience, economic mobility, and individual opportunity. Yet, this sector is experiencing critical strain due to persistent workforce shortages, inadequate infrastructure, unsustainable caregiving systems, and deep inequities—particularly in Tribal and remote areas. The challenges are urgent, but so is the opportunity: by activating and aligning regional efforts, we can build a future where all residents have access to quality care and health-supportive services.

This Activation Plan outlines cross-sectoral, equity-focused strategies that prioritizes both systemic change and immediate action. The following three strategic pillars guide this work:

- **Access Expansion:** Workforce pipeline investments, telehealth adoption, and coordinated community-based care delivery.
- **Capacity Building:** Development of Health Hubs, integration into large-scale economic development, and upgraded facilities for both healthcare and caregiving.
- **Policy and Systems Innovation:** Strengthening data-driven planning and rural advocacy to secure long-term funding and regulatory improvements.

Implementation is led by the North Coast Health Improvement and Information Network (NCHIIN), in partnership with educational institutions, employers, Tribal health entities, government agencies, and community-based organizations. These collaborations are grounded in shared values of equity, innovation, and sustainability—embedding community voice and regional resilience into every tactic.

Anticipated Impact

By the fall of 2026, we aim to achieve measurable improvements in health access, economic mobility, and caregiving sustainability. Expected outcomes include:

- Expanded and diversified health and caregiving workforce pipelines—aligned with employer demand and educational opportunity.

- Greater regional capacity for training, coordination, and infrastructure development—especially in underserved communities.
- Increased availability of affordable, culturally appropriate caregiving services to support working families and aging populations.
- Strengthened policy influence and funding leverage for rural and Tribal priorities.
- Heightened resilience of healthcare and caregiving systems through data transparency, collaboration, and innovation.

These impacts will be tracked through employment metrics, enrollment and training data, partnership development, and quality-of-life indicators across the region.

Regional Partners

This Activation Plan reflects the work of a wide network of regional leaders—including Cal Poly Humboldt, College of the Redwoods, the Redwood Coast K-16 Collaborative, Open Door Community Health Centers, Southern Humboldt Community Healthcare District, Tribal health partners, and philanthropic and workforce development organizations. Together, these partners are advancing a coordinated, future-facing Health and Caregiving sector.

The Health and Caregiving Activation Plan is a living document—designed to evolve in response to community feedback, emerging needs, and new opportunities. It reflects our shared commitment to cultivating a healthier, more equitable Redwood Region for all.

As a living document, this plan will evolve as our work advances. Health and Caregiving Sector Investment Coordinators Jessica Osborne-Stafsnes, Tina Schaible, and Taffy Stockton—and their team at North Coast Health Improvement and Information Network (NCHIIN)—will collaborate with the Redwood Region RISE Collaborative, Sector Advisory Council, and community partners to conduct semi-annual comprehensive reviews, with the next revision scheduled for February 2026. These updated versions will be shared publicly to ensure transparency and community engagement.

Redwood Region RISE Shared Values

1. Our work contributes to the good of the community and the good of the environment.
2. Our educational (training) opportunities align with our regional needs.
3. We advocate for equitable access to resources to ensure our region is economically resilient.

Our Cross-Cutting Principles

These cross-cutting principles will be woven into the various programs and policies created by this sector table. They will be used as a guide for decision-making to ensure alignment with our regional economic goals as specified in our [Regional Roadmap](#):

- **Economic Resilience:** Our aim is to build resilience in California's northern rural economy by investing in sectors essential for long-term growth and stability in the Redwood Region.
- **Equity and Inclusion:** We will ensure that the benefits of economic recovery are distributed equitably across communities, including historically marginalized groups.
- **Innovation and Adaptation:** Despite limited resources, our region has demonstrated innovative capacity, creating resilient and long-lasting economic growth by adapting to changing market conditions.
- **Partnerships and Collaboration:** Collaboration is central to our planning, involving government agencies, private sector interest holders, non-profit organizations, and community groups to leverage resources and expertise effectively.
- **Sustainability and Environmental Stewardship:** Our region exemplifies the nature and stewardship economy, adhering to principles of regenerative and sustainable approaches.

- **Workforce Development:** We aim to enhance the skills and capabilities of the local workforce, ensuring they succeed in both legacy and emerging industries.
- **Investing in Infrastructure:** Investments in critical infrastructure, such as transportation, energy, and digital infrastructure, are essential to supporting economic recovery and growth in rural northern California. We will advocate for every county in our region to secure funds for improved infrastructure.

Introduction of Health and Caregiving Sector

The work presented in this Activation Plan was completed by Redwood Region RISE's Sector Investment Coordinators Jessica Osborne-Stafsnes, Tina Schaible and Taffy Stockton, and their team at North Coast Health Improvement and Information Network (NCHIIN).

The Health and Caregiving Sector includes a wide range of industries and services dedicated to promoting, maintaining, and restoring the health and well-being of community members. The primary challenges for the Health Sector are the lack of skilled workers to fill open positions; insufficient physical infrastructure; and risks to the sustainability of programs required to meet the region's health and social care needs. As discussed in Regional Plan Part 1, the region faces health provider shortages and, the projected need for caregivers and health professionals is exceptional. Furthermore, there are a variety of challenges impacting the Caregiving sector, childcare in particular. A recent study conducted by the California Center for Rural Policy (CCRP) at Cal Poly Humboldt indicates that only 41% of childcare demand is met in Humboldt County and childcare providers have high turn-over rates. Exacerbating inadequate access to childcare is the cost of childcare in the region, which constitutes 43% of the median income in Humboldt, vs. 30% for California and 27% nationwide.

Sector Prioritization

The Health & Caregiving Sector should be prioritized for immediate action because this sector is the cornerstone to bringing in business, supports the workforce in other sectors, and is a cross-cutting sector to improve equity and build healthy communities.

The healthcare sector is one of the fastest growing and most critical workforce areas in California's Redwood Region. However, the region faces persistent shortages of nurses, behavioral health professionals, essential allied health workers, and healthcare providers—**challenges that are especially pronounced in remote, and Tribal communities**. Moreover, without sufficient access to affordable caregiving services and support, employees can't realize their career aspirations to the fullest. Individuals—especially women and those from underserved communities—are often forced to choose between their careers and caring for loved ones.

By expanding educational opportunities and upskilling residents for health and caregiving roles, we not only fill critical workforce gaps but also fuel economic growth and resilience across the region. Expanding the healthcare workforce along with investments in infrastructure are essential to meeting urgent health priorities across the Redwood Region and ensuring all communities—especially those historically underserved—have access to timely, quality care. Prioritizing this sector is a powerful strategy to build a stronger, healthier, and more equitable future for the Redwood Region.

Operating Structure

In the immediate term, implementation will be incubated by the region's Sector Investment Coordinator, NCHIIN, given the entity's expertise and strong relationships with both sector agencies and other relevant entities (e.g., local governments, workforce development board, university, community college, healthcare providers, foundations). Of particular relevance, NCHIIN has a track record of delivering programs, including Accountable Communities for Health. In addition, NCHIIN will call upon their Sector Advisory Council Members, which consist of the College of the

Redwoods, Mendocino College, Cal Poly Humboldt, Redwood Coast k-16 Collaborative, and Healthcare Employers to take a lead on activities.

A crucial component of the plan was to assemble key representatives from interested organizations engaged in economic development and workforce development activities. There was a wide array of participation during Phase II of the RISE project and NCHIIN as the Sector Investment Coordinator used that as the foundation to form the Sector Advisory Council and engage partners during the Activation Plan Phase of work. The lead agencies for the Health & Caregiving activities include the Redwood Coast K-16 Education Collaborative, College of the Redwoods, and Cal Poly-Humboldt for Workforce Pipeline projects; the Employment Development Department (EDD) and County Workforce Development Boards for Data & Systems Analysis; NCHIIN's Accountable Community for Health for the Hub Models; Open Door Community Health Center for Telehealth; the Lake County Economic Development Corporation & Healthcare Employers for Infrastructure Development and various associations for Advocacy.

Resourcing Across the Strategies

Project partners utilize a variety of funding sources to support the Redwood Region health and caregiving sector projects, including Catalyst grant funding, Rebuilding Nursing Infrastructure grants, K-16 Health Pathways grant funds, Golden State Pathways funds, and K-12 Strong Workforce funds.

The Redwood Region RISE Catalyst Award of \$650,000 was funded to support the Lake County HEART Hub: a training and simulation center led by the Lake County Economic Development Corporation.

One of the key responsibilities of Sector Investment Coordinators is to identify and lead connective opportunities between regional projects and potential funding and financing sources. During the first few months of this phase of the project, NCHIIN collaborated with Regional Government Services (RGS) to develop a comprehensive list of potential funding and financing sources for health and caregiving sectors. NCHIIN also disseminates a monthly e-newsletter and speaks with project proponents regularly to provide guidance on potential grants and financing aligned with regional projects. During the next 16 months, NCHIIN will coordinate with RGS to

bring presentations to the Sector Advisory Council as a resource of technical assistance and guidance to tap into underutilized funding and financing resources at the state and federal levels.

Goals and Metrics

The short-term strategies developed in Phase II of the Redwood Region RISE and the activities listed in the 18-month Activation Plan provide a transformative roadmap to ensure the immediate and long-term workforce needs of the region are met. Expected measures for sector-level outcomes include increases in educational pathways & resulting employment rates for high-demand, high road careers as identified through regional EDD labor market analysis (ex: Registered Nurse (RN), Licensed Vocational Nurse (LVN), Social Workers, Nurse Practitioners, Health Educators, Physical Therapy Assistants, Speech-Language Pathologists, Physical Therapists and Physician Assistants). Outcomes will also reflect increased participation in workforce development programs and expanded partnerships with educational institutions, which will create sustainable career pathways for residents. A regional economic impact assessment will be conducted annually to track growth of healthcare and caregiving industries and alignment of initiatives with long-term objectives.

Short-term progress can be tracked by evaluating engagement levels among interest holders, such as attendance and participation in planning and implementation meetings, and the successful adoption of outlined strategies. Key measures include the volume and diversity of funding secured for sector-specific initiatives, milestones achieved within readiness-level projects, and the implementation of workforce training programs. Sector Investment Coordinators will gather data from project proponents to monitor key metrics, such as the number of individuals trained, new programs initiated, and partnerships formalized. These metrics will be summarized in progress dashboards updated quarterly.

Sector Investment Coordinators will provide quarterly reports to CCRP, summarizing progress toward achieving the goals outlined in the Activation Plan. Reports will include data visualizations that highlight key metrics, such as funding secured, jobs created, and new partnerships. Additionally, they will include narrative updates on

challenges encountered and solutions implemented, ensuring transparency and alignment with interest holders' expectations. Annual summaries will provide a broader review of progress and include recommendations for adjustments to strategies.

Dependencies and Challenges

One critical dependency for job creation in the Redwood Region is the availability of affordable and high-quality workforce housing. To help address this challenge, the Sector Activation Plan proposes collaboration with regional Chambers of Commerce and programs like "Home in Humboldt" to expand housing access and availability.

A second dependency and challenge that creates a bottleneck for cultivation and expansion of the healthcare workforce is identifying and securing sufficient training locations for students. The lack of designated training facilities and inadequate number of allotted placement opportunities can hinder students from acquiring the number of training hours required for certification, degrees and/or licensure attainment. To overcome this challenge, the Activation Plan includes a variety of tasks that were suggested by the Advisory Council including an assessment of current training activities and capacity for training activities by type of student; use of the Centralized Clinical Placement System (CCPS); and creation of a clinical placement consortium.

Another significant risk involves changes to state and federal funding streams and regulatory frameworks. For instance, while telehealth funding has been extended through the fall of 2025, its long-term sustainability remains uncertain. To mitigate this, NCHIIN will engage state and national associations to stay informed on policy changes and proactively adapt strategies. The Advisory Council will convene regularly to evaluate risks, discuss emerging challenges, and recommend actionable solutions, ensuring the Activation Plan's resilience and adaptability.

Strategies

Strategy 1: Determine How to Best Address the Limited Access to Healthcare and Caregiving Services in our Redwood Region

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Create an asset map of existing pathways & pipeline programs as well as current health & caregiving organizations	North Coast Health Improvement & Information Network (NCHIIN) as SIC, CCRP & Redwood Coast K-16 Education Collaborative	Ongoing & yearly	K-16 funds (June 2026); School/District use of Golden State Pathways funds (June 2029); and Potential use of K12 Strong Workforce Funds (ongoing/yearly) Funds will be needed to offset costs when K-16 funding sunsets	1. Student Journey Maps outlining healthcare pathway options for regional students, inclusive of dual enrollment courses and workforce opportunities. 2.Coordinate with K-12's, institutes of higher education, community, and workforce partners to ensure understanding of student outcomes. 3. Support alignment with Governor's Master Plan for Career Education
Coordinate meetings with workforce pipeline programs & employers throughout the region for curriculum alignment - make	NCHIIN-Sector Investment Coordinator, Regional K-16 Educational Institutions; Healthcare Employers; Caregiving	2/1/2025-9/30/2026	K-16 funds (June 2026); Individual school/district use of Golden State Pathways funds (June 2029); Potential use of K12 Strong Workforce	MOUs Meeting agenda & minutes Asset map of pipeline programs

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
sure that the coursework offered meets the needs of industry partners and job growth projections	employers, Early Education Employers, and Agencies working with Elders		Funds (ongoing/yearly)	
Encourage equitable representation from priority populations in healthcare education programs to reflect the region's diversity (ex: offer paid internships, housing & travel stipends, and continued support for the Huwighurruk Tribal Health Postbaccalaureate Program)	Education Institutions, RRRISE Governing Bodies, Workforce Development Board, and UC Davis School of Medicine	2/1/2025-9/30/2027		Assessment of demographic information of participants in pipeline & pathways programs
Design & deliver trauma-informed, culturally relevant, accessible training programs for healthcare & caregiving that are co-designed with RRRISE Governance input and are available virtually	Lake County Healthcare Education Innovation and Simulation Center, Tribal Organizations, Agencies serving special populations including	7/1/2025-9/30/2026		Sign-in sheets for training attendees and training materials delivered; # of people training and training flyers/materials

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TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
(i.e., distance/remote learning)	clients with disabilities, and youth and caregiving agencies			
Develop strategies to improve access to workforce training across various educational stages including career advancement (ex: online & hands-on training brought to employers & adult-focused, flexible degree and class offerings for working folks)	Sector Advisory Council, Regional K-16 Educational Institutions; Healthcare Employers; Childcare & Early Education Employers, and County Agencies and County Economic Development Corporations (Lake EDC)	4/1/2025-12/30/2025	\$185,000 secured through Catalyst	MOUs to expand degree & class offerings; Demographics of pipeline program participants; Lakeport - Lake County Education Innovation and Simulation Center lesson plans developed; grand opening of CR/Cal Poly Humboldt Health Education Hub & Lake Center Modular Science Lab
Planning, development & operations of health education hubs throughout the region (Lake, Humboldt, Del Norte)	Lake County Healthcare Education Innovation and Simulation Center, College of the Redwoods/Cal Poly-Humboldt	6/1/2025-9/30/2026 - Humboldt Healthcare Hub to launch 2027		Announcements; Hub open & offering services; RN, EMT and health tech clinical trainings provided; list of services offered (fall prevention and fitness testing); community education seminars; health fairs conducted

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Explore the use of Health Education Hubs (ex: HEART Hub) for community-based training and education programs and activities	Lake County Healthcare Education Innovation and Simulation Center, Community Colleges, and Cal Poly-Humboldt	6/1/2026-9/30/2026		Written plan for potential users & uses of Education Hubs, Develop a Health education speaker series, implement regional health and fitness testing and exercise programs for seniors
Cultivate partnerships & generate pathways with straightforward roadmaps to bridge the gap between education and meaningful employment for healthcare and caregiving sectors that will result in attainment of quality jobs (with an emphasis on being student/parent-centered, starting with middle school, & engagement of Tribal youth)	Redwood Coast K-16 Education Collaborative, Education Institutions; Healthcare Employers; and Caregiving & Early Education Employers	6/1/2025-12/31/2025	K-16 funds (June 2026); Individual school/district use of Golden State Pathways funds (June 2029); Potential use of K12 Strong Workforce Funds (ongoing/yearly); and established HEART Hub funding	Road maps documents as a foundation for a community education campaigns for how to attain health & caregiving jobs; More student enrollment in AvenueM program; High school students having greater awareness of CR/Mendo certificated programs in healthcare; High schools working with local institutes of higher education to create student journey maps that are reflective of pathways into healthcare, specific of local immediate employment. Stronger engagement between high school and industry partners (Cal Poly Humboldt Healthcare Hub and HEART Hub) Field trips to healthcare centers for firsthand exploration
Create access to the pathways & pipelines, such as high school CTE	Regional K-16 Educational Institutions,	5/1/2025-9/30/2026	College of the Redwoods and Cal Poly received funding for pilot of	New Healthcare Pathways and Patient Care Pathways programs and location of the programs; Implement short

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TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
healthcare & patient care pathways as well as concurrent enrollment for high school and college students, with streamlined enrollment into Cal Poly-Humboldt CSU system, and include schools in remote and Tribal communities	including Cal Poly Humboldt		dual enrollment, but sustainability uncertain. Additional CTE/Trades Academy/HESE funding needed	term (1 year) grant-funded concurrent enrollment program for high school students (Humboldt High School Scholars program). Agreements between colleges & universities & Office of Education; number of schools offering concurrent enrollment; list of courses offered through concurrent enrollment; presidential waiver to waive tuition costs; Cal Poly announcement of Direct Admission; Greater access to dual enrolled courses- both GE and health industry related- that will ease the financial burden of higher education. Obtain approval from CSU for long-term sustainable concurrent enrollment program with tuition waiver
Expand MA, RDA, LVN and CHW training programs to all Counties in the RRRISE Region	Cal Poly-Humboldt & Extended Education, Open Door CHC; Southern Humboldt Community Healthcare District (SHCHD)	8/1/2025-6/30/2026		Agencies offering MA, RDA, LVN and CHW training programs, # of students enrolled in programs, new CHW-based programs launched

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Launch New Health & Medical Sciences & Community Health Degree Programs	Community Colleges & Cal Poly Humboldt	8/1/2025-9/30/25		Announcement of the new programs; bridge programs established; number of students enrolled, Degree fully approved by CSU and Cal Poly Humboldt Integrated Curriculum Committee (ICC); hire faculty to teach program and/or lead programs
Connect regional community colleges and universities to explore advancement of DDS, MSN & Speech Pathology, and other high road career educational pathways	Cal Poly Humboldt and Community Colleges	7/1/2025-9/30/2026		Establish health pathway curriculum at Community college, and Cal Poly Humboldt: integrate concurrent enrollment and associate degrees for Transfer (ADT)-articulation agreements with universities offering degrees within and outside of the Redwood Region. Hire faculty for Speech Pathology program
Support existing residency programs for medical providers & create employment opportunities to retain residents	Community Health Centers & Hospitals	Ongoing		# of family practice residents, # of APC residents, retention of residents
Create marketing materials to promote pathways for various levels of caregiving and healthcare careers, including high roads careers, which strengthen existing college and	Lake County Healthcare Education Innovation and Simulation Center, Cal Poly-Humboldt	5/1/2025-8/31/2025	\$25,000 secured through Catalyst	Marketing materials: portfolio of careers pathways and programs, Develop a Health Degree/pathways/certification Hub website for prospective and current students. Develop Health pathways roadmaps for HS, Community College, and CPH students articulating the academic and firsthand

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
university-based education programs				experiences leading to a career in health and medicine
Conduct community education campaigns – within high schools, Job Market/Workforce Alliance of the N Bay, healthcare organizations	Regional K-16 Educational Institutions; Healthcare Employers; and County Agencies	9/1/2025-ongoing		Educational & Marketing Materials
Schedule presentations and offer shadowing opportunities for high school and college students to promote various caregiving and health career paths.	Regional K-16 Educational Institutions; and Healthcare Employers	10/1/2025-ongoing	K-16 funds (June 2026); Individual school/district use of Golden State Pathways funds (June 2029); Potential use of K12 Strong Workforce Funds (ongoing/yearly); and established HEART Hub funding	List of schools & # of attendees
Identify and promote funding opportunities to expand pipeline and early career training programs as well as diversity within initiatives	NCHIIIN-Sector Investment Coordinators (SIC), Regional Government Services (RGS), Regional K-16 Educational Institutions; and	2/1/2025-ongoing		Funding opportunities list; list of grant submissions, list of grants funded; amounts of funding secured

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
	Healthcare Employers			
Identify funding for employers to support clinical training, apprenticeship, and residency activities	SIC, Healthcare Employers	7/1/2025-ongoing		Funding opportunities list; list of grant submissions, list of grants funded; amounts of funding secured
Assess current training activities and capacity to expand training at clinical sites (potentially through the CCPS platform as financially feasible)	Healthcare Employers - Open Door CHC	8/1/2025-2/28/2026		Report of # of students, types of students, training hours and affiliate partners by location/site
Explore development of a clinical placement consortium to meet the needs of educators & employers	Sector Advisory Council; Regional K-16 Educational Institutions, including Cal Poly Humboldt, College of the Redwoods Healthcare Employers	7/1/2025-12/31/2025		Written assessment of schools' needs and employers' capacity for clinical placements; financial feasibility assessment; identification of lead agency
Foster additional community-based training locations, including Tribal sites and develop plans for a partnership-driven,	Healthcare Employers, including Open Door CHC	8/1/2026-ongoing		Meetings to discuss process & challenges; # of sites, # of student slots & # of student trainees hosted; additional training locations focused on Allied Health (MA), LVN, RN, social work and behavioral health

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
training health center facility				
Create and expand recruitment & retention programs, such as the Incubate Initiative & Home in Humboldt, which help to expand access to care and support continuity of care	Employers - ARCH, Open Door CHC, Mendocino CHC, Chamber of Commerce	6/1/2025-ongoing		Development of strategic plan, list of recruitment & retention programs & offerings, MOUs & partnership agreements with employers and funders, improved retention rates at employer agencies, increase in the number of healthcare providers, ability to secure initial financial investments & development of sustainable funding models
Expanded Behavioral Health (BH) education programs - launch the psych tech program & increase student base for bachelor's of social work, MSW, and graduate counseling psychology programs along with affiliated clinical placements	Cal Poly - Humboldt and College of the Redwoods in collaboration with Healthcare Employers	8/1/2025-6/30/2026		Additional cohorts of Bachelor's of Social Work and growth in the number of MSW students
Expand BH Workforce through recruitment and retention, telehealth, and lay counselors	Healthcare Employers, including Open Door CHC	7/1/2025-6/30/2026		# & type of BH providers recruited and offering services (reported through HRSA UDS or HCAI facility reports)

Tactic 1.1: Cultivate, Maximize, and Expand Workforce Pipeline Programs

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Support and strengthen the K-16 education pathway consortium	Redwood Coast K-16 Education Collaborative; Regional K-16 Educational Institutions; and Healthcare Employers	5/1/2025-ongoing	K-16 funds	MOUs between partner agencies, increased healthcare pathway development, increased A-G graduation rates, increased access/decreased barriers to success for marginalized communities, increased college-going culture, improved "grow your own" workforce, increased connectivity between K12s, workforce, and institutes of higher education

Tactic 1.2: Socialize and Promote Telehealth Adoption

Tactic 1.2: Socialize and Promote Telehealth Adoption

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Research benefits and opportunities of Telehealth (reimbursement streams & provider recruitment/retention)	Telehealth Associations	7/1/2025-10/31/2025		Fact sheet about benefits & payment for telehealth services
Research options for providing telehealth services (ex: using existing staff or contracting with	Healthcare Employers and Payers	7/1/2025-10/31/2025		Assessment findings and resource list

Tactic 1.2: Socialize and Promote Telehealth Adoption

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
telehealth agency, remote patient monitoring)				
Pilot potential telehealth and asynchronous strategies and evaluate outcomes (virtual PCP for medical and ascend for behavioral health)	Payers & Healthcare Employers, concluding Open Door CHC	6/1/2025-6/30/2026 and ongoing		Telehealth utilization & billing data from payers and providers; Increased telehealth visits; impact on access and health outcomes
Create messaging and marketing materials for a variety of constituents (patients, providers & organizations)	Professional State Associations, Telehealth Associations, Payers	11/1/2025-12/31/2025		Package of marketing materials
Roll-out Healthcare Organization Campaign	Payers, Professional Associations			Increased billing for telehealth services
Roll-out Patient Education Campaign	Healthcare Employers, including Open Door CHC, Regional Associations, Payers	8/1/2025-12/31/2025		Increased patient use of telehealth

Strategy 2: Support and Expand Capacity

Tactic 2.1: Explore and Advance Hub Models

Tactic 2.1: Explore and Advance Hub Models				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Gather Financial resources to Launch Hub activities	Regional Accountable Communities for Health, Agencies serving youth, Agencies serving elders, hospitals, and Health Plans	1/1/2025-9/30/2025		List of financing and funding options as well as grant applications
Hire team members and contractors to support project	NCHIIN-Accountable Community for Health	10/1/2025-10/31/2025		Employment agreements and MOUs
Develop concept papers to describe Hub - Define all possible service lines	NCHIIN Project Manager	12/1/2025-12/31/2025		Concept paper documents
Conduct assessment of existing Hubs in RRRISE area & where we can build upon existing Hubs in the region	NCHIIN-Accountable Community for Health	12/1/2025-1/31/2026		Report that outlines types and economic impact of various Hub models
Assess pricing models for different types and size organizations	NCHIIN-Accountable Community for Health	8/1/2025-11/30/2025		
Outline Business Plan Options - core services, utilization, fee structures and financial viability	NCHIIN Project Consultants	8/1/2026-11/30/2025		Written business plans

Tactic 2.1: Explore and Advance Hub Models

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Convene interest holder agencies to discuss project launch and gather input and commitment	Potential Hub participants, Priority population interest groups, Regional Accountable Communities for Health, Agencies serving youth, Agencies serving elders, Agencies serving special populations, hospitals, and Health Plans	10/1/2025-11/30/2025		Meeting agenda, meeting minutes, attendee list
Sponsor a Pilot Project for the Hub Model to start a small program that can be expanded and replicated to other sectors and communities	NCHIIN-Accountable Community for Health; NCHIIN CIE; Agencies serving youth	1/1/2026-6/30/2026		Increase in number of CBOs that can benefit from new funding streams, such as CalAIM, CYBHI, etc.
Create a Toolkit of resources for development of Hubs and Financial Viability Assessments	NCHIIN-Accountable Community for Health	5/1/2026-9/30/2026		Toolkit and resources that can be shared throughout the region and beyond

Tactic 2.2: Require Investment as Part of Large-scale Development Processes

Tactic 2.2: Require Investment as Part of Large-scale Development Processes				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Collaborate with large employers, especially the new industries (offshore wind) being developed on the North Coast	Business financing organizations, County funding agencies, and local Philanthropic organizations, and Emerging Large Employers	2/1/2025-9/30/2026		Meeting notes
Conduct a feasibility study to assess possible strategies (including community benefit funding set-aside or special tax districts) to generate revenues for expanded housing, childcare and healthcare	Business financing organizations, County funding agencies, and local Philanthropic organizations	4/1/2025-12/31/2025		Feasibility study document, including health and caregiving service gaps
Study successful models of big business developing direct services or contracted services (health & childcare) for their employees and/or co-locating services on-site for their employees	Business financing organizations, County Agencies, and local Philanthropic organizations	4/1/2025-12/31/2025		Report of potential collaborative strategies to expand access to healthcare and caregiving
Dissemination of Assessment Findings and Strategy Recommendations through meetings and reports	Sector Advisory Council; Business financing organizations, County Agencies, and local Philanthropic organizations	1/1/2026-3/31/2026		Meeting agendas, meeting minutes, written reports

Tactic 2.2: Require Investment as Part of Large-scale Development Processes

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Meetings or Key Informant Interviews to evaluate buy-in from large employers for potential models	Emerging Large Employers; Business financing organizations, County Agencies, and Philanthropic organizations	7/1/2025-06/30/2026		MOUs or agreements with Large Employers

Tactic 2.3: Invest in Backbone Support and Capacity Expansion for Existing Collaboratives Addressing Social Determinants of Health and Health Equity

Tactic 2.3: Invest in Backbone Support and Capacity Expansion for Existing Collaboratives Addressing Social Determinants of Health and Health Equity

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Assess ongoing initiatives in the region that address health equity & what can be scaled up	Regional Research Organizations and Non-Profit Associations	4/1/2025-6/30/2025		Asset Map
Find representatives from specific interested parties to engage on collaborative efforts	NCHIIN-SIC	4/1/2025-6/30/2026		Develop list of Committee Representatives
Hold cross-collaborative convenings	NCHIIN-SIC, CBOs, Non-Profit Associations	7/1/2025-09/30/2026		Meeting agendas and meeting notes

**Tactic 2.3: Invest in Backbone Support and Capacity Expansion for Existing Collaboratives
Addressing Social Determinants of Health and Health Equity**

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Expand reach and impact of these existing collaboratives through collaborative funding projects	NCHIN-SIC, RGS, Philanthropic organizations, Regional Research Organizations and Non-Profit Associations	7/1/2025-9/30/2026		Annual 990 Review for financial impact
Promote CIE for seamless communication between CBOs	NCHIN-North Coast Care Connect CIE, CBOs	7/1/2025-12/30/2025		Expansion of the CBOs connected to CIEs

Tactic 2.4: Facility Upgrades & Development

Tactic 2.4: Facility Upgrades & Development

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Explore financial opportunities (grants, tax benefits, employer sponsorships) to expand availability and accessibility of facilities & services, including licensed childcare facilities and mobile health services	NCHIN-SIC, RGS, Southern Humboldt Community Healthcare District (SHCHD)	11/1/2024-ongoing		Funding & financing list for facility expansion and renovations
Creation of Feasibility Studies &/or Business Plans to evaluate site expansion or new site development (site surveys, permit requirements, cost estimates)	Lake County EDC - HEART Hub, Southern Humboldt Community Healthcare District (SHCHD)	10/1/2025-12/31/2025	\$10,000 secured through Catalyst	Written business plan documents, including plans for Alternative Birthing Center

Tactic 2.4: Facility Upgrades & Development

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Purchase properties for service expansion	Southern Humboldt Community Healthcare District (SHCHD) and Redwoods Rural Health Center (RRHC)	Pending grant funding		Property acquired for clinical services, behavioral health & birthing services
Develop Architectural Plans, as well as Technology/Equipment Plans	Lake County EDC - HEART Hub	1/1/2026-9/30/2026	\$300,766 secured through Catalyst	Written designs and/or architectural plan documents
Evaluate & secure varied funding streams and support sustainable financial systems beyond grant funds, including shared membership due/fees, Medi-Cal enrollment & billing, cost sharing agreements	Lake County EDC - HEART Hub, NCHIIN-SIC, RGS, Project Sponsors	1/1/2026-6/30/2025	\$10,000 secured through Catalyst	Diversified list of funding and financing available to support long-term viable healthcare service delivery; amount of funding/financing secured
Support facility upgrades and construction of regional critical access hospitals, community health centers and other medical provider offices, as well as education & training sites	Lake County EDC - HEART Hub; Regional Hospitals, including SHCHD; and RRHC	1/1/2025-9/30/2026		Groundbreaking, facility building commenced, buildings renovated number of employees hired, types of services offered (including Occupational Health, PT, Speech Therapy and Lasik surgery), number of patients served
Support Advancement of Collaborative Public-Private-Tribal Partnerships for Behavioral Health and Substance Use Treatment Services & Centers as well as Education Centers	Lake County EDC - HEART Hub; and Regional Hospitals	10/1/2025-12/31/2025		Written Governance Structure of Organizations

Strategy 3: Address System and Policy Issues

Tactic 3.1: Invest in Data & Systems Analysis

Tactic 3.1: Invest in Data & Systems Analysis				
TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Identify priority workforce areas in collaboration with employers, such as job vacancies, wage gaps & workforce demographics, for additional assessment	Healthcare Employers; Childcare & Early Education Employers; and County Agencies	4/1/2025-6/30/2025		Scope of Project for Contracts
Identify what employees we are importing from out of the area and how we can utilize or create local resources instead	Employers	7/1/2025-6/30/2026		Employer scan - where are new hires coming from?
Assessment of healthcare & caregiving services & corresponding facilities/workforce needed based on patient/client demand & insurance type, inclusive of waitlists, gaps in providers that accept certain payer/payment sources	Healthcare Employers; Childcare & Early Education Employers; County Agencies; Health Plans; and Philanthropic Organizations	1/1/2026-6/30/2026		Environmental scan of all caregiving and healthcare organizations and the services they offer, including birth workers and providers capacity to accept various types of insurance. Report of gaps in types of services offered vs. demand for services
Continue ongoing review of assessments and recommendations and collaborate with expert guidance to develop a report with	Research Organizations and County Agencies	4/1/2025-6/30/2026		Contracts

Tactic 3.1: Invest in Data & Systems Analysis

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
recommendations to expand access to care				
Complete assessment and analysis to quantify the number and types of jobs needed by employers and to meet future demographic changes	Research Organizations and County Agencies	7/1/2025-12/31/2025		Assessment data and final report document
Dissemination of findings and recommendations to education institutions, employers, and funders	Sector Advisory Council, Research Organizations; and County Agencies	1/1/2026-3/31/2026		Presentations and meeting minutes
Continue with on-going refinement of Activation Plan and/or development of Strategic Plan to guide implementation	Sector Advisory Council and NCHIIN-SIC	4/1/2026-6/30/2026		Strategic plan document

Tactic 3.2: Invest in Rural Policy Advocacy

Tactic 3.2: Invest in Rural Policy Advocacy

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Identify agencies and individuals who can engage in advocacy, such as elders	Sector Advisory Council	4/1/2025-6/30/2025		Assessment of existing policy and legislative expertise and alignment with rural objectives
Evaluate lobbying activities and resources - identify experts	State Associations	6/1/2025-8/30/2025		List of potential partner agencies to support lobbying

Tactic 3.2: Invest in Rural Policy Advocacy

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Gauge public sentiment	Research Organizations	6/5/2025 Healthcare in Humboldt Data		Report of public opinion of health & caregiving hot topics
Advocacy & social media training	State Associations, Non-Profit Advocacy Organizations	6/1/2025-7/31/2025		Training materials
Development of a rural health & caregiving policy platform that addresses the region's unique needs (ex: negative impact of Medicaid cuts, childcare rate reform, need for higher wages & benefits for childcare workers; zoning regulations and land use incentives that integrate health & caregiving in property development plans)	Sector Advisory Council and Advocacy Organizations	6/1/2025-8/31/2025		Policy recommendation documents; talking points; project portfolios; policy briefs
Create feedback and input letters that go to the state agencies and elected officials	Advocacy Organizations	5/1/2025-ongoing		Email templates, outreach toolkit and educational materials
Create social media messaging & education toolkits	Advocacy Organizations	5/1/2025-ongoing		Social media toolkit; meeting packets with talking points
Grassroots advocacy campaigns along with elevating stories from consumers	Advocacy Organizations	5/1/2025-8/31/2025		Activities that enlisted patients, clients & community
Disseminate PSAs regarding needs & programs	Advocacy Organizations	5/1/2025-ongoing		Venue where PSAs are published and contents of publication

Tactic 3.2: Invest in Rural Policy Advocacy

TASK	RESPONSIBLE ENTITY	TIMELINE	FUNDING SOURCE & GAPS	KEY OUTPUTS & METRICS
Evaluate and cultivate funding streams that support advocacy activities	Non-Profit Associations, Philanthropists, and NCHIIN-SIC	7/1/2025-ongoing		Funding amounts secured and sources and funding
Tie regional plan to funding available at state and federal levels (ex: CEDS funding, Prop 35)	Sector Advisory Council with NCHIIN-SIC	10/1/2025-6/30/2026		Crosswalk of funding needs with funding availability
Join public meetings and offer commentary	Sector Advisory Council	5/1/2025-ongoing		List of meetings & attendees
Coordinate in-person, group meetings with Elected Officials & Legislative Leaders (School boards, deans of healthcare fields/departments, City Managers, Humboldt Co Board of Supervisors, State & Federal Legislators)	Advocacy Organizations and RRRISE Governing Bodies	8/1/2025-3/31/2026		Meeting packets and talking points

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