

Moving at the Speed of Health Care™

Intersection of Health and the Health Care Workforce

Executive Summary

Speed of Change and Market Growth

Despite the vastness and complexity of the U.S. health care system, there is striking consensus among health care leaders on one key issue: the rapidity of change within the industry. The speed of change puts enormous pressure on the health care workforce to continually adapt to evolving needs.


U.S. Health Care

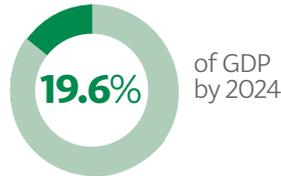
\$2.9 trillion market


 Annual growth

5.8%



Jobs growing more than 2x faster than economy



Sources: Center for Medicare & Medicaid Services; The Center for Health Workforce Studies.

National Forum

Convening to address how industry trends are transforming the health care profession, 30 experts and 200 health care leaders participated in the daylong national forum “Moving at the Speed of Health Care: Intersection of Health and the Health Care Workforce” in July 2015.

Co-sponsored by the University of Phoenix® College of Health Professions and Sodexo in collaboration with STEMconnector®, the forum engaged senior leadership from such fields as clinical care (nonprofit and retail), pharmaceutical research and development, health care information technology, health policy and higher education.

This executive summary presents highlights of the forum findings. The full report, **Intersection of Health and the Health Care Workforce**, is available at phoenix.edu/healthforum.

Health Care Disruption Meets Workforce Innovation

New technologies and delivery models — and the diverse financial and staffing structures that must support them — add complexity to a health care system already struggling with enormous challenges. Amid increasing consumer and legislative demands for expanded health care access and higher quality, new service modalities such as retail health and telehealth are emerging to transform the health care landscape. Leaders are advocating a new paradigm of care that is quality-driven, technology-infused and patient-centered, as illustrated by the following table.

“We need to focus on providing the right care, in the right location, at the right time, with the right outcome. This requires having a workforce with new sets of analytical, relational and problem-solving skills.”

— **Gregory A. Adams**

Group President and Regional President of Northern California, Kaiser Foundation Health Plan and Hospitals

The Shifting Health Care Landscape

Shifting from ...

To ...

- | | |
|--|---|
| – Volume-driven health systems | – Quality-driven health systems |
| – Managing individual patient conditions | – Managing populations and collective health risk |
| – A focus on hospital-based care (“heads in beds”) | – An emphasis on community health and wellness (“keeping people healthy where they live”) |
| – Fee-for-service delivery models | – Value-based care |
| – Concentrated financial risk | – Shared financial risk |
| – Provider-driven care | – Patient-centered care |
| – Limited consumer choice | – Expanded consumer choice and expectations |
| – Limited consumer access to health information | – Greater consumer access to health information and increased health literacy |

Health Care Trends Influencing Workforce Development

Shifts in technology, demographics, delivery methods, payment structures, quality standards and consumer expectations have put increasing pressure on educators and employers to develop a health care workforce that can continuously adapt its capabilities, as outlined in the following table.

Key Trends	Key Aspects	Strategic Approaches	Implications for Workforce Development
New Delivery Models	Getting Proactive Shifting from episodic and acute care to community wellness and population health (“keeping people healthy where they live”)	<ul style="list-style-type: none"> – Directing patients to facilities where they can receive the most appropriate care; keeping patients out of the hospital – Serving diverse populations, including socially and economically challenged groups – Coordinating care across delivery points and areas of life — e.g., providing schools access to children’s health records 	<ul style="list-style-type: none"> – Must build capabilities to use predictive analytics to determine the most appropriate venue and timing to deliver care – Must build cultural competence and understanding of local community health needs — e.g., how violence or the inability to exercise outdoors impacts overall community health
New Technologies	Going Digital Expanding electronic communications and health information	<ul style="list-style-type: none"> – Providing telehealth services to increase access and immediacy of care – Capturing health data in real time and integrating data into service delivery 	<ul style="list-style-type: none"> – Must have technological proficiency with communication and health information systems – Must demonstrate remote customer service skills – Must filter and apply health data in real time
New Payment Structures	Sharing Risk Spreading accountability and financial risk across stakeholder groups	<ul style="list-style-type: none"> – Creating equitable cost-sharing and risk-sharing models – Promoting cross-stakeholder dialogue and coordination of care 	<ul style="list-style-type: none"> – Must develop financial and business acumen, strategic problem solving and modeling – Must improve relational skills, consensus-building and negotiation abilities; must develop more sophisticated communication skills
Growing Demographic Diversity	Embracing Differences Accommodating multiple generations and increasing diversity among patients and health care workers	<ul style="list-style-type: none"> – Focus on diversity and inclusion, respecting gender, generational, racial, ethnic and cultural differences – Integration of diverse stakeholder perspectives – Leadership across generations and cultural boundaries – Focus on continuous learning, adaptation and cultural mobility 	<ul style="list-style-type: none"> – Leaders must have motivational skills to build a culture of compassion and continuous learning among providers trained in various delivery paradigms and cultures — e.g., differing levels of comfort with technology, differing expectations of work/life balance – Workers must demonstrate cultural competence toward co-workers and increasingly varied patient populations
Evolving Consumer Expectations	Empowering Patients Increasing patient responsibility and choice	<ul style="list-style-type: none"> – Using data to be more proactive and targeted in patient communications – Accommodating varying levels of consumer health literacy 	<ul style="list-style-type: none"> – Must develop analytical, communication and relational skills – Must develop skills to educate populations to improve health care literacy and food literacy
Changing Quality Standards	Raising Quality, Lowering Cost Focusing on improving outcomes and affordability	<ul style="list-style-type: none"> – Managing large amounts of data at various levels (patient, organization, community, population) – Managing professional and organizational reputations through new technologies – Shifting components of some roles to others — e.g., physicians delegating some duties to other providers such as pharmacists 	<ul style="list-style-type: none"> – Must have mechanisms and skills to safeguard privacy and security of data – Must have leadership skills to act on the data — e.g., managing improvements, eliminating or adding services – Must be able to use social technologies and new communication media to build positive relationships with patients – Must be able to work “at the top of one’s license”
Continuing Medical Discoveries	Staying Current Updating scopes of practice to include new techniques and protocols	<ul style="list-style-type: none"> – Investing in organizational infrastructures and processes that adapt to advances in the field – Setting strategic direction to accommodate medical breakthroughs and new scientific evidence – Upgrading equipment and protocols to reflect most current practice standards 	<ul style="list-style-type: none"> – Must adopt a mindset of continuous learning and change – Must be willing to embrace innovation and explain new concepts and approaches to others – Must continually redefine one’s scope of practice and ways of doing things

“We need to understand and expand the workforce skill sets that are available locally, so that we can develop a culturally competent talent pool to transform health care in the context of the community being served.”

— **Michael Taylor**
Senior Vice President, Delivery System Transformation, Aon Hewitt

“As we shift to outcomes-based care that relies on extensive data collection and analysis, we will also need workers and systems that can safeguard the privacy and security of that data.”

— **Nicole Gardner**
Vice President, U.S. Federal Healthcare Industry Leader, IBM Global Business Services

“With multiple generations in the workforce, there is a growing demand for leaders who can build a culture of inclusion.”

— **Michael Norris**
Chief Operating Officer and Market President, Sodexo

“Online education, including clinical simulation technology, will continue to play a critical role in preparing the large volume of highly qualified workers needed for the health care jobs of the future.”

— **P. Jon White, MD**
Deputy National Coordinator, Office of the National Coordinator for Health Information Technology, U.S. Department of Health and Human Services

Preparing Future Health Care Workers and Leaders

Developing the future health care workforce requires the collaboration of many stakeholder groups, including educators, employers, credentialing organizations, industry associations, and policymakers. The following recommendations are offered as guidelines for two key constituencies invested in the preparation and advancement of industry talent.



For Educators

To improve workforce preparation and development

- Accelerate the cycle of curriculum development and delivery to accommodate the pace of industry change.
- Shift the focus from training students for traditional roles (physician, nurse) to helping them develop transferrable competencies that cut across professions and health care subsectors; this will help prepare graduates for emerging occupations.
- Support the development of professional credentials as well as broader cultural, interpersonal and decision-making skills that promote more effective interaction with consumers.
- Integrate technology proficiency into the learning process, emphasizing the development of digital communication and health information technology skills.
- Provide simulation technology to immerse students in lifelike work environments to develop or enhance job skills.
- Encourage learning agility through cross-disciplinary offerings that emphasize transferrable problem-solving skills.
- Partner with employers to provide students with apprenticeship opportunities.
- Create scalable learning offerings to help large volumes of students quickly acquire new skills or refresh existing credentials.



For Employers

To improve workforce effectiveness

- Participate in a national effort to standardize health care roles and credentials; determine how to customize standard roles to fit the needs of the local health system or community.
- Reduce barriers to entry for women and diverse populations in health information technology; partner with affinity groups and nonprofit organizations to increase workforce diversity at a scale that mirrors the demographics of the local community.
- Advance workplace learning through online communities of practice; provide structured opportunities for employees to continually learn on the job, such as job shadowing and job rotation.
- Align HR strategy with business goals; have employees create and implement individual development plans aligned with organizational goals.

To improve leadership development

- Implement programs to help leaders build skills in innovation, business transformation, managing and acting on complex data, and building consensus across stakeholder groups.
- Create incentives for leaders to demonstrate change-hardiness, vision and the ability to build partnerships with external stakeholders.
- Bring in talent from other industries (such as retail and pharmaceutical manufacturing) to expand internal capabilities in areas such as customer service and data analysis.
- Set expectations for leaders to integrate governance and management.
- Promote executive education through learning cohorts and mentoring.

Learn More

Download the full report, **Intersection of Health and the Health Care Workforce**, and related industry information at phoenix.edu/healthforum.