



New & Shifting Healthcare Roles of the Future

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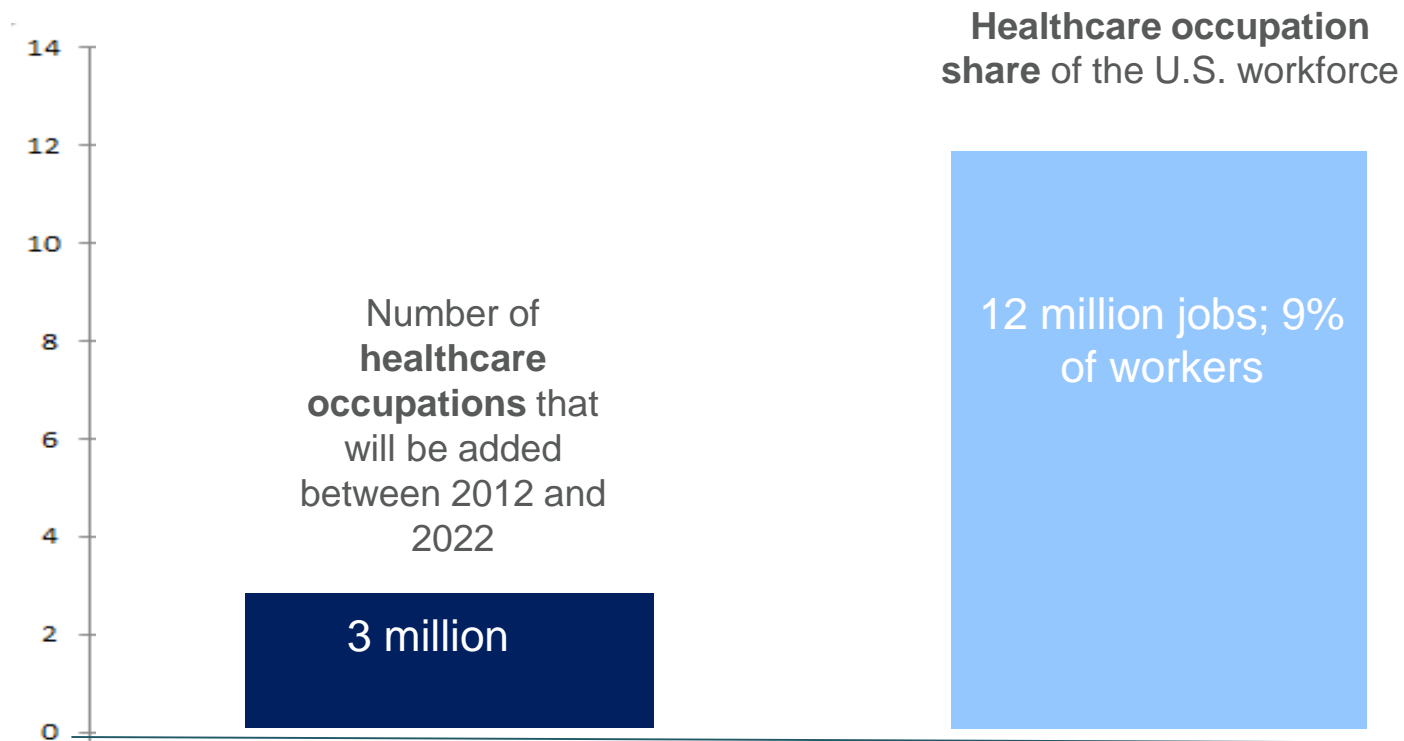
Session Objectives



- Review current employment statistics
- Identify key trends for shifting and emerging roles including
 - Leadership
 - Health IT
 - Primary Care
 - Care Coordination
- Discuss the evolving supply and demand trends for nurses, nurse practitioners, physicians



Growing Share of U.S. Workforce



Job Openings Continue to Grow



Health(y) Help Wanted

Job openings in health care are reaching new record highs in more than 14 years of data

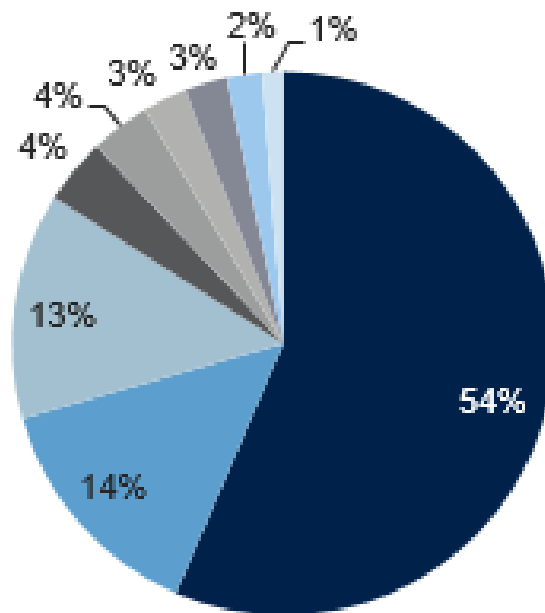


Source: Bureau of Labor Statistics

Bloomberg



Total Hospital Employment

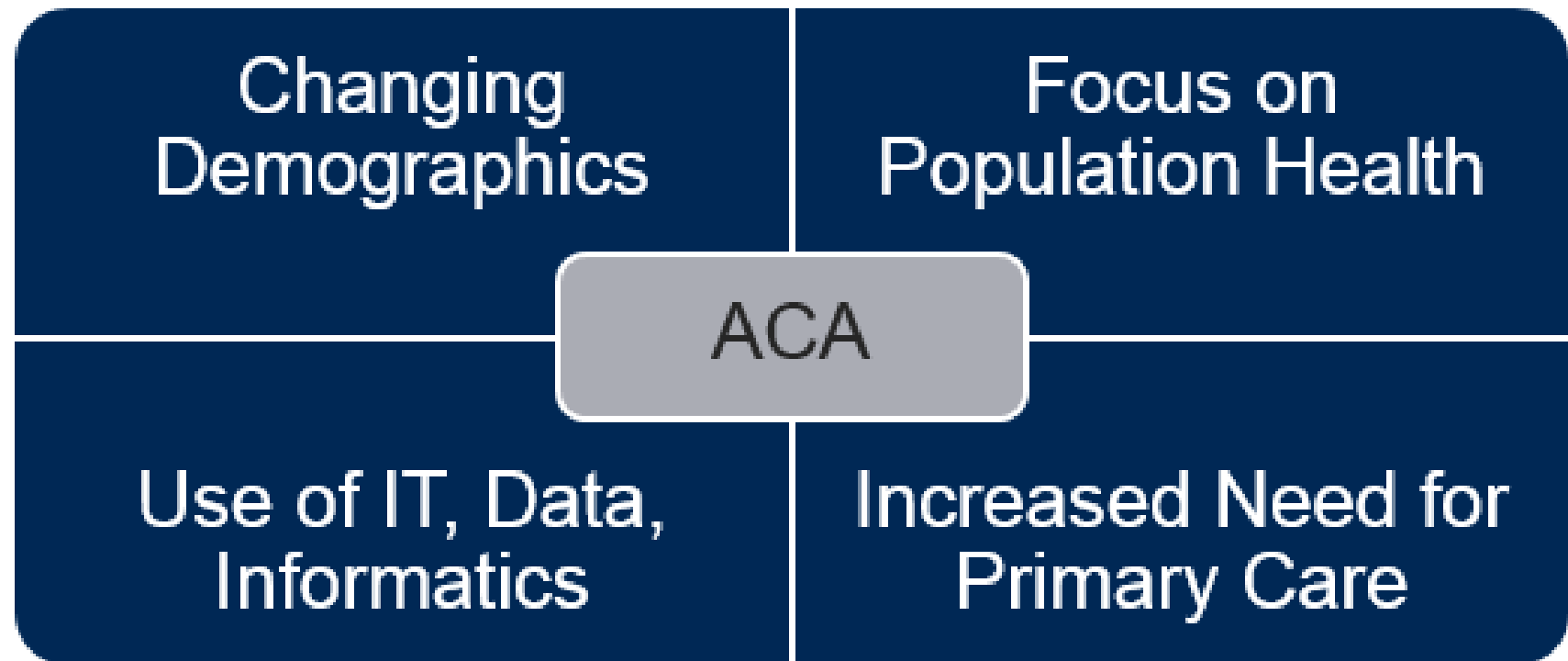


- Healthcare practitioners, technical occupations
- Office and administrative support
- Healthcare support
- Management
- Building, grounds cleaning, maintenance
- Food prep and service

Source: *Becker's Hospital Review*



Marketplace Shifts



Changing Demographics



78 million Baby Boomers Retiring

- Living longer (84+ years)
- Many with chronic illnesses

Millennials – add stats, etc.

Diversity – growing Asian and Hispanic populations

- Minorities represent 31% of patients we serve
- 12% of leaders / 17% of managers

Need for:

Leadership

Less hierarchy – more flat organizations

Language skills – bi-lingual and multi-lingual individuals



Leadership Trends



Capability gaps & skills needed:

- Non traditional health partnerships
- Population health management
- Change Management
- Data / analytics

Organizational approaches:

- Management dyads & triads
- Matrix organizations
- Physician strategy groups, councils on clinical innovation

Source: *Building a Leadership Team for the Health Care Organization of the Future*, Spencer Stuart and AHA



Leadership – Shifting Roles



Chief...	Historical	Today
Medical Officer	Medical staff management	More operational and strategic, focus on quality, efficiency targets, strategic planning, partnerships, long range forecasting, decision analysis
Nursing Officer	Advocate for nursing and patient care	Broader and more operational role, integral member of management team
Financial Officer	Scorekeeper, financial gatekeeper	Business partner to enterprise, advising on risk, insurance and strategic decisions
Operating Officer	Focused internally	"Integrator in chief" – oversees range of operational activities across continuum (e.g. population health outcomes, coordination of inpatient care with physician offices and non acute services)

Source: Spencer Stuart / AHA Interviews 2013; *Building a Leadership Team for the Health Care Organization of the Future*



Population Health



**Care delivered in multiple settings,
across continuum**

Patients acting like consumers

- 80 million wearable devices expected in next 2 years

**Growing interest in workplace disease
prevention & wellness**

- ADD stats and details from notes

More...

Home care

Care monitoring
systems

Care coordination

Wellness/prevention
services



Increased Need for Primary Care



ACA – coverage access for millions

Chronic conditions increasing

- 50% of Americans living with chronic condition

Mental illness increasing

- 29% of people with a medical condition also have mental health condition

New ways of working:

- Team-based care
- More out-patient
- More home care
- Include the Patient, Family, Community in care



Primary-Care Workforce Model



Source: American Hospital Association



Task Shifting in Roles



Medical Assistant	Registered Nurse	NP/PA	Pharmacist
Taking patient histories Giving Immunizations Providing preventative care services Scribing	Refilling prescriptions under protocols Entering and interpreting data from EHRs Creating care plans Providing patient education	Managing own patient panels Providing care for bulk of patients with uncomplicated acute, chronic care needs	Coordinating drug therapies Developing medication management plans and educating patients Some states created advanced practice pharmacists (CA, MT, NM, NC)

Source: Dr. Erin Fraher, UNC, Cecil Sheps Research Center



Care Coordination – Roles



Health Coach

Improve patient knowledge about disease or medication and promote healthy behaviors

Education / skills needed– depending on setting and needs: medical assistant, nurses, health educators, social workers, pharmacists, community health workers or others.

Source: Dr. Fisher, UNC Research

Panel Manager

Assume responsibility for patients between visits

Use EHRs and patient registries to contact patients with unmet care needs

Medical assistant, nurse or other staff

Source: Dr. Fisher, UNC Research

Patient Navigator

(Also called: care navigator, community health worker, patient service representative)

Case finding and patient engagement

Health insurance enrollment

Communication with and translation for non-English speaking patients;

Health education to improve health literacy

Arranging appointments, transportation, and other logistical and social support

Accompanying patients to appointments

Source: Center for Health Workforce Studies

Care Coordinator

(Also called: case manager, care manager)

Typically has more intensive case management responsibilities than navigator

Assesses health needs through intake tools

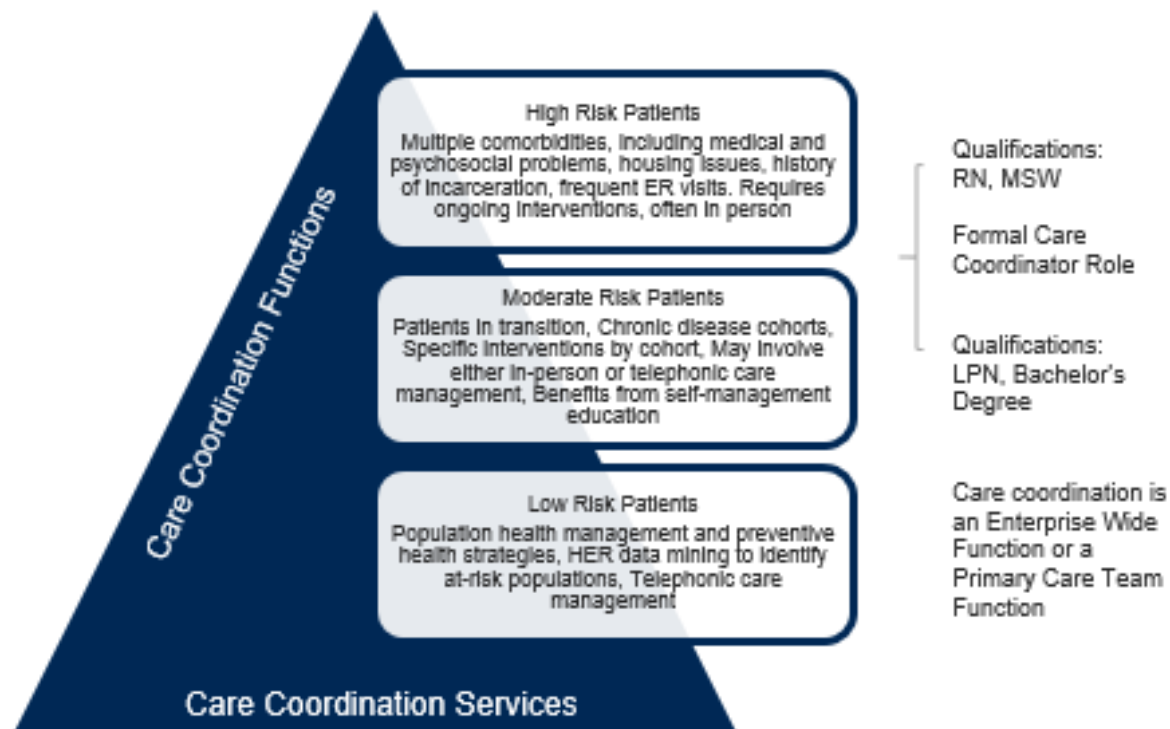
Help providers understand cultural perspective of patient

Establishes frequent communication w/patient

Source: Center for Health Workforce Studies



Care Coordination Pyramid

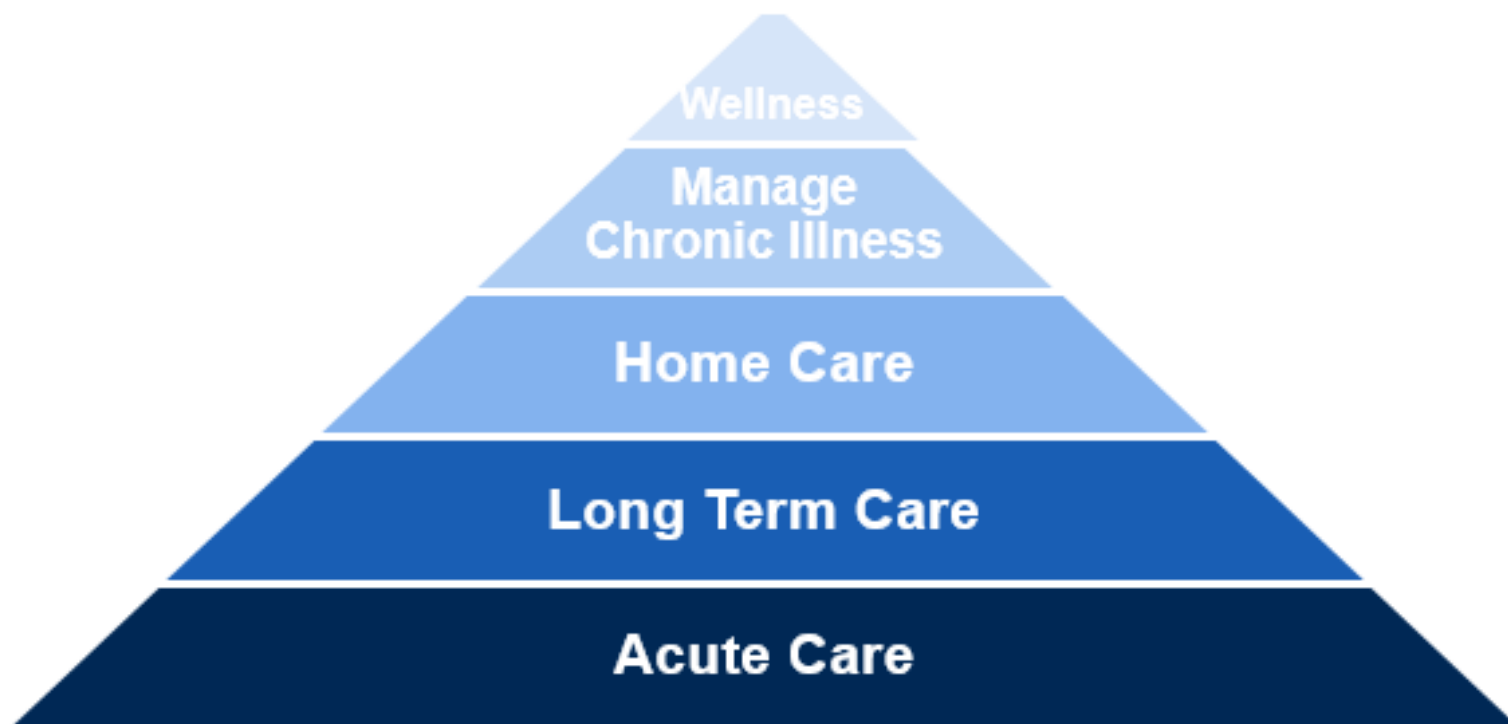


Source:
Center for Health Workforce Studies



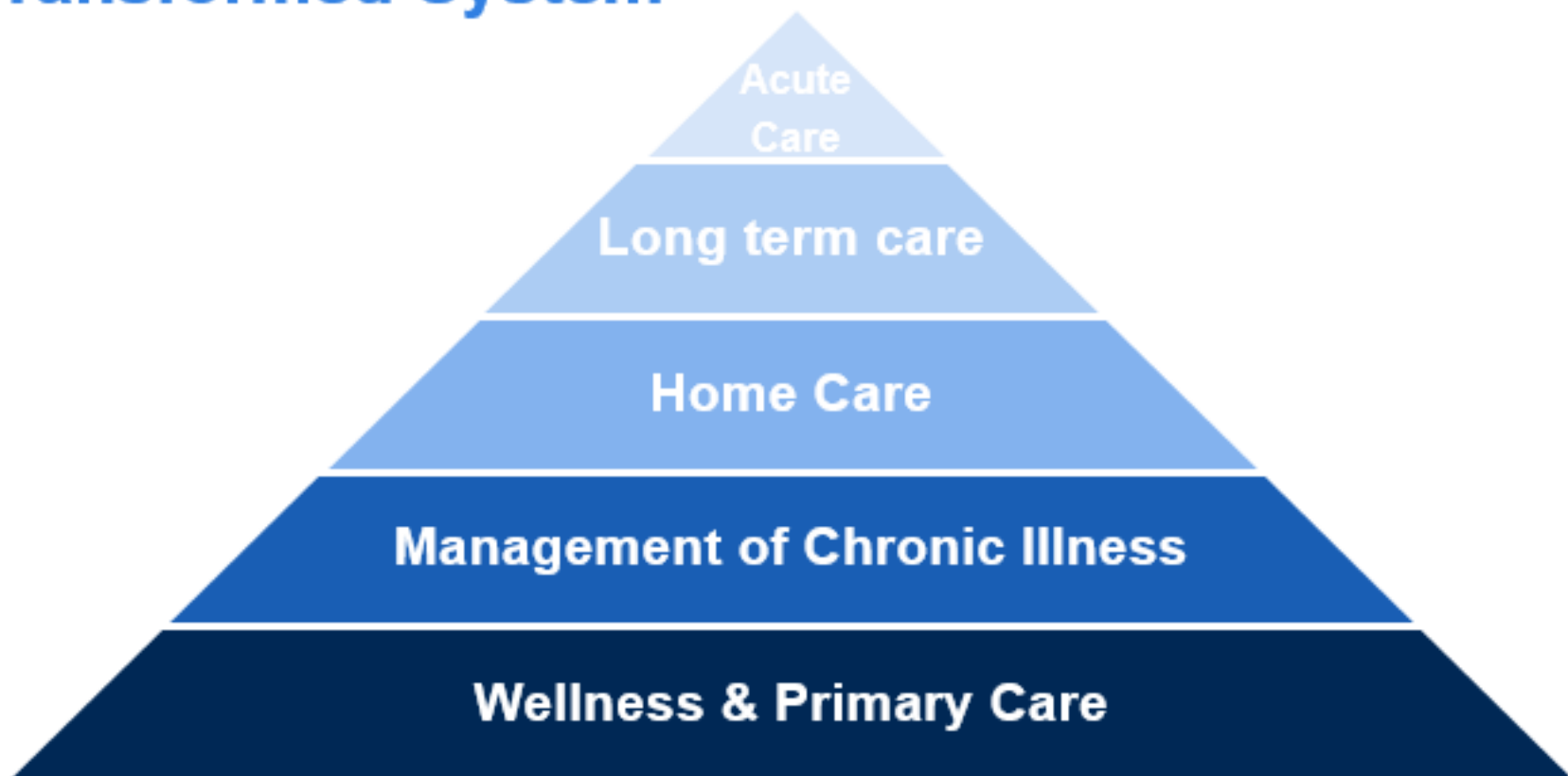


Current System





Transformed System



IT Trends



Biggest needs for transformation:

Implementation of **EHR**

Interoperability of systems across the continuum

Security

Telemedicine /Remote patient monitoring

Big data – impact of population health

mHealth

Workforce implications

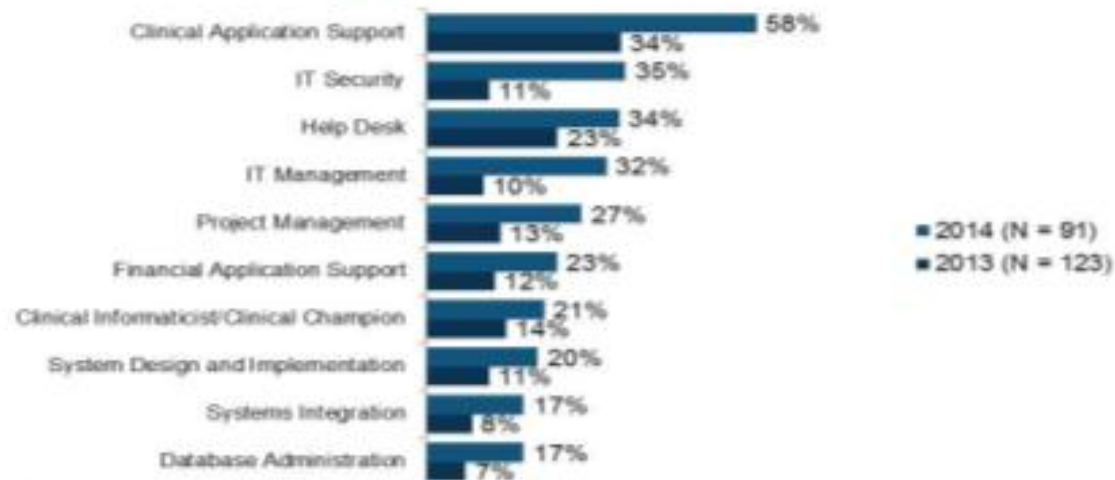
- Coders/Billers
- Applications development
- EMR/EHR expertise
- Security
- Data specialists
- Clinical informatics



HIMSS 2014 Workforce Study



Top 10 Areas for Planned IT Hires in the Next Year by Healthcare Provider Organizations



HIMSS
improving healthcare through IT



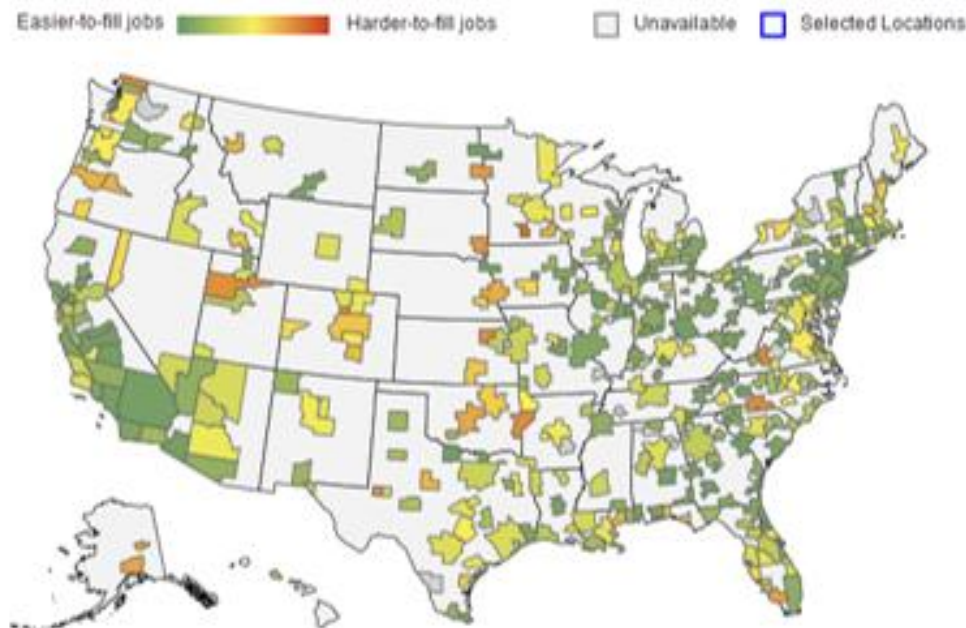
Supply/Demand – MA's



Estimated # of MAs: 637,000
Employers posting MA jobs: 5,997
of MA jobs posted: 31,127
MA candidates per job: 18
Average MA salary: \$30,500
BLS Growth Rate: 29%

Top 5 MA job posting employers:

- 1) Fresenius Medical Care
- 2) Quest Diagnostics
- 3) Tenet Healthcare Corporation
- 4) HCA
- 5) Community Health Systems



Source: WANTED Analytics, accessed 7/15/15



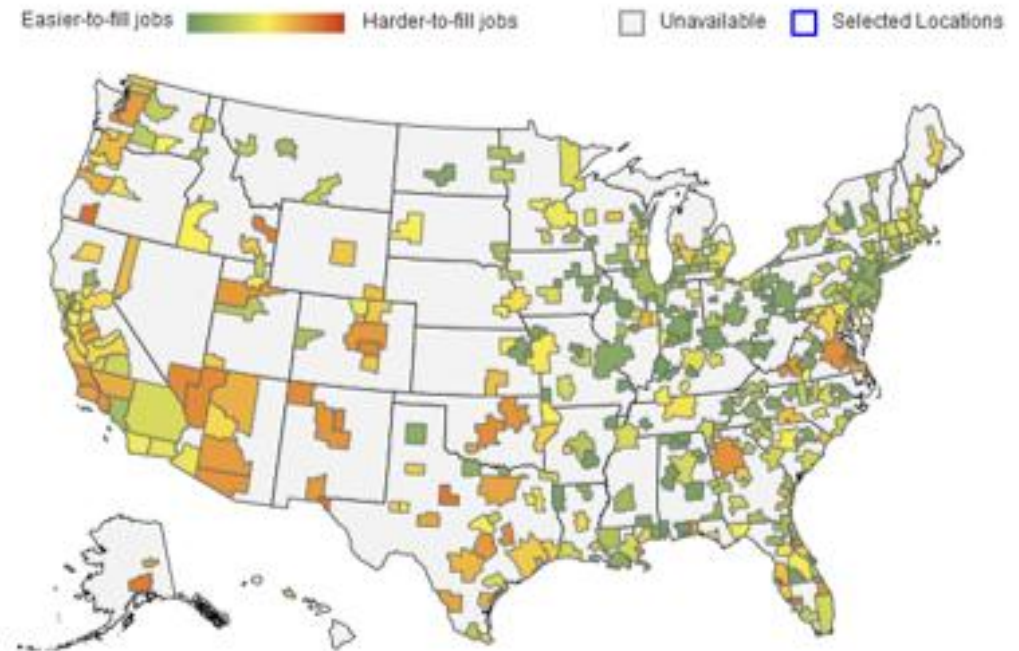
Supply/Demand – RN's



Estimated # of RNs: 2,907,000
Employers posting RN jobs: 13,656
of RN jobs posted: 231,050
RN candidates per job: 8
Average RN salary: \$71,800
BLS Growth Rate: 19%

Top 5 RN job posting employers:

- 1) Fresenius Medical Care
- 2) Quest Diagnostics
- 3) Tenet Healthcare Corporation
- 4) HCA
- 5) Community Health Systems



Source: WANTED Analytics, accessed 7/15/15



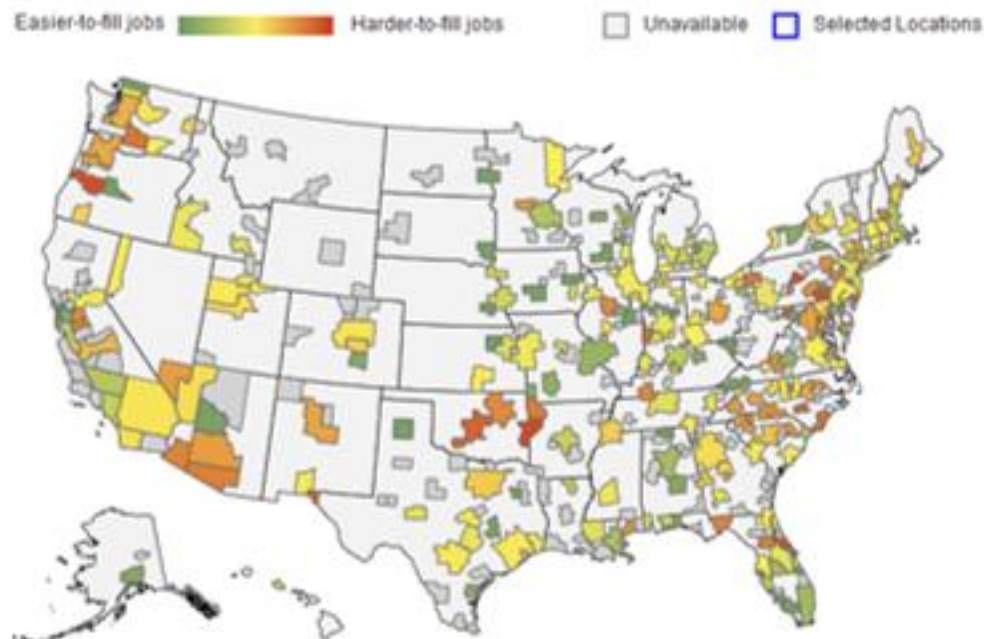
Supply/Demand – NP's



Estimated # of NPs: 125,000
Employers posting NP jobs: 2,047
of NP jobs posted: 7,430
NP candidates per job: 10
Average NP salary: \$93,550
BLS Growth Rate: 31%

Top 5 NP job posting employers:

- 1) Minute Clinic
- 2) UnitedHealth Group
- 3) Take Care Health
- 4) CVS Health
- 5) Providence Health & Services



Source: WANTED Analytics, accessed 7/15/15

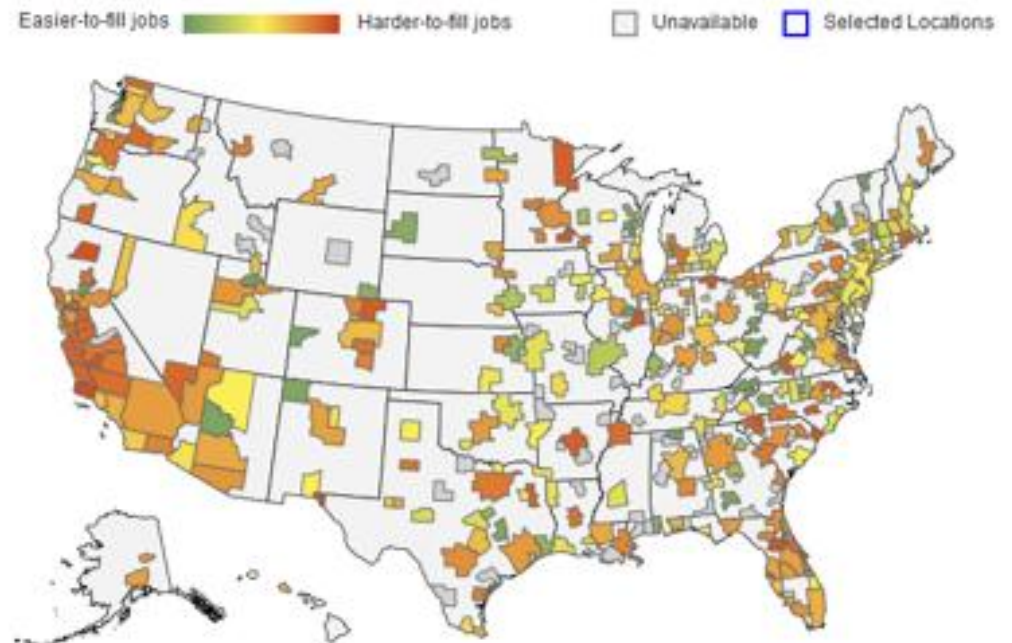
Supply/Demand – PA's



Estimated # of PAs: 98,000
Employers posting PA jobs: 3,313
of PA jobs posted: 13,827
PA candidates per job: 5
Average PA salary: \$97,050
BLS Growth Rate: 38%

Top 5 PA job posting employers:

- 1) Providence Health & Services
- 2) Department of Veterans Affairs
- 3) Minute Clinic
- 4) HCA
- 5) Community Health Systems



Source: WANTED Analytics, accessed 7/15/15



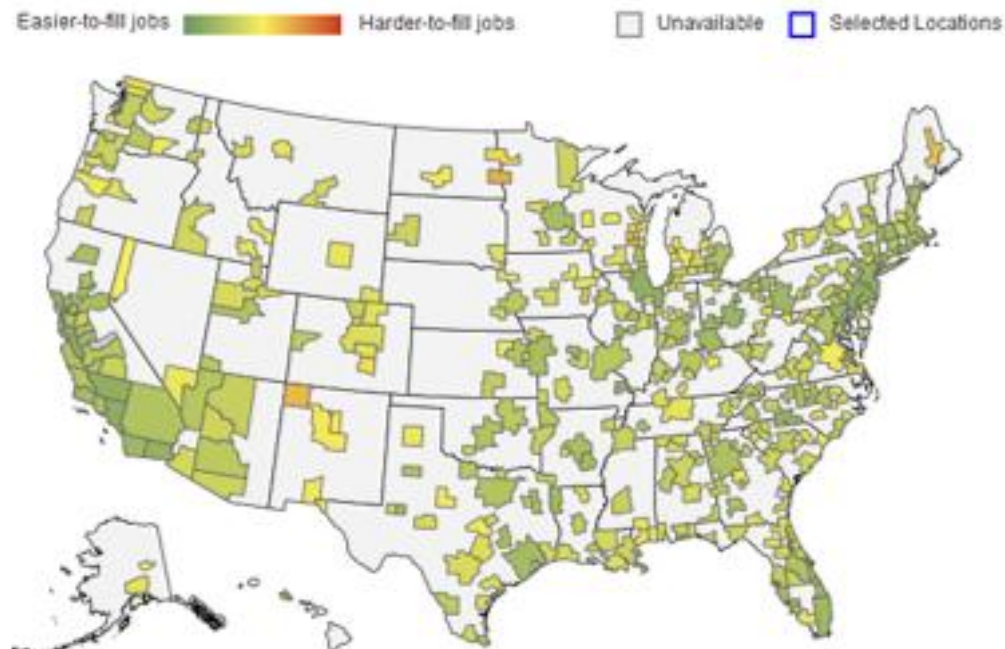
Supply/Demand – MD's



Estimated # of MDs: 692,000
Employers posting MD jobs: 10,463
of MD jobs posted: 80,226
MD candidates per job: 5
Average MD salary: \$223,350
BLS Growth Rate: 18%

Top 5 MD job posting employers:

- 1) U.S. Army
- 2) Department of Veterans Affairs
- 3) Community Health Systems
- 4) HCA
- 5) Providence Health & Services



Source: WANTED Analytics, accessed 7/15/15

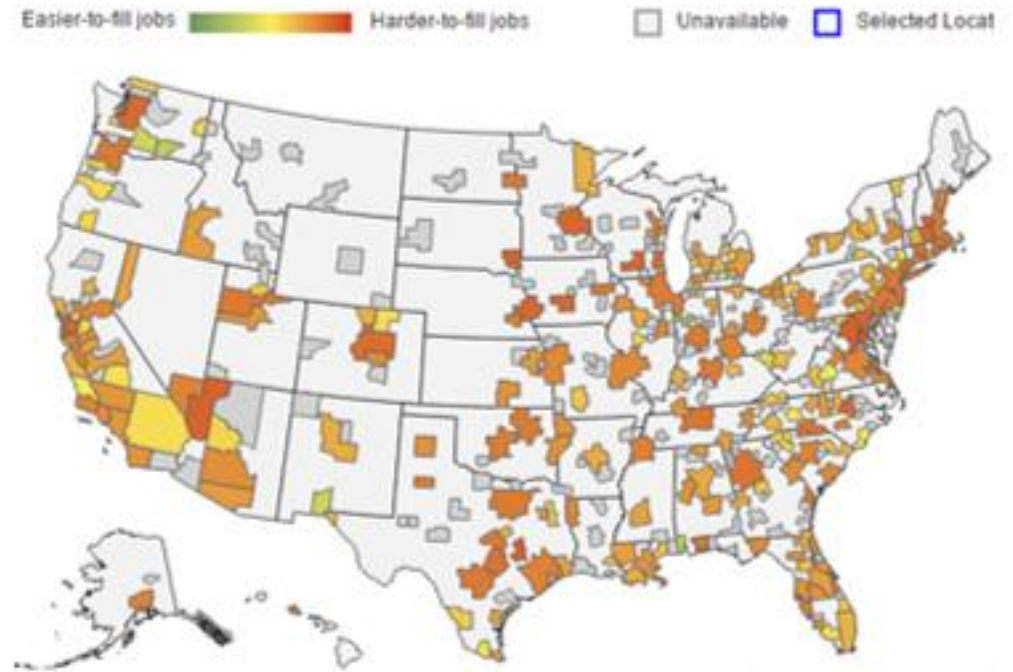
Supply/Demand – IT



Estimated IT Pool: 956,000
Employers posting IT jobs: 19,995
of IT jobs posted: 115,142
IT candidates per job: 6
Average IT salary: \$76,400

Top 5 IT job posting employers:

- 1) Oracle
- 2) Accenture
- 3) Deloitte
- 4) Amazon
- 5) General Dynamics



Source: WANTED Analytics, accessed 7/15/15





Thank you!

Questions?



Contact Information



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Sources & Resources



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