

Overview

- ❖ Definition and Guiding Principles of Skill Optimization
- Benefits to Patients, Providers, and Teammates
- ❖ Industry Drivers and Impact on Health Care Industry
- Learning about Current and Desired State
 - □ Carolinas HealthCare System
 - □ Other Health Care Organizations
 - **□** Educators
 - **□** Government
- Summary of Lessons Learned



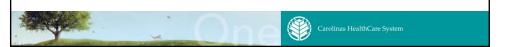
Definition of Skill Optimization

Leveraging diverse skills and talents
to optimize teammates' contribution in their roles
to provide extraordinary patient experience



Guiding Principles

- Optimize teammate performance in delivering extraordinary care to our patients, families, and community.
- Provide a workplace experience which creates opportunities for teammates to perform at the top of their skill sets.
- Integrate resources and systems to optimize how our workforce finds intersections providing care and service as high-performing teams.



Benefits to Patients, Providers, and Teammates

Patients	Providers	Teammates
Access and convenience	Job satisfaction	Efficiency
Time with provider	Work-life balance	Quick answers
More education	Peer relationship	Decreased OT
Alternative delivery system	Three risk population model	Satisfied patients
Reduced ED visits	Patient retention	New roles (e.g., Care Manager)
Better quality	Patient loyalty	Enhanced job security



Industry Drivers

- Price is not a growth strategy
- Attract empowered purchasers
- Growth is a sign of success
- Three care models vs. one population
- Establish defined population health goals
- Pair high-risk patients with dedicated care manager
- Manage rising-risk patients in the medical home
- Ensure access and convenience for healthy low-risk patients

Impact on Health Care Delivery

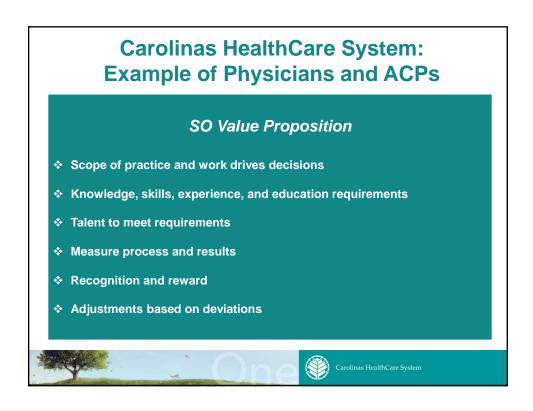
- Decreased \$\$\$ patient movement to low-cost sites of care
- Match network suppliers, wholesale buyers, and clinical shoppers to your services
- Health systems will grow when they are doing something right
- Trade high-cost services for low-cost management; avoid unnecessary higher-acuity, higher cost spending; and keep patient healthy and loyal
- Resource reallocation from inpatient to outpatient





Carolinas HealthCare System

Carolinas HealthCare System: Example of Physicians and ACPs		
SO Value Proposition	Current State of SO	
Requirements to Deliver on SO Value Proposition	Desired State of SO	
	Carolinas HealthCare System	



Carolinas HealthCare System: Example of Physicians and ACPs

Requirements to Deliver on SO Value Proposition

- Sense and respond to market dynamics
- Stakeholder readiness for transformation
- Shift in mindset, knowledge-set skillset, and toolset, experience-set and education-set
- Balance work and professional expectations and organizational dynamics
- ❖ Terrific teamwork
- Targeted and excellent communications



Carolinas HealthCare System: Example of Physicians and ACPs

Current State of SO

- ❖ Some traditional practices with physicians responsible for care
- ❖ Allocation of resources to work based on tried-and-true protocols
- ❖ Financial remuneration plays a role
- * ACPs eager to do more
- * ACPs adhering to unique demands of physicians





Carolinas HealthCare System

Carolinas HealthCare System: Example of Physicians and ACPs

Desired State of SO

- Extraordinary patient experience as driver
- Scope of practice and work drive providers' selections
- **❖** Meet demands for 24 X 7 access and fast care with improved outcomes
- ❖ Balancing competing priorities of fulfilling work, market-based compensation, organizational efficiencies and results





Summary of Lessons Learned

SO Value Proposition

Current State

Requirements to Deliver on SO Value Proposition

- Leverage plasma facilities for educational
- certifications
 Use interpreters to enhance language skills

Desired State

- Use community paramedics as community health reps, leveraging their "downtime"
 Leverage EMS "Race" Project in NC to enhance skills
- of workers at all levels to improve outcomes
- Develop curriculum for multidisciplinary education to match future workforce needs created across silos instead of in silos
- Rotating clinical work/education of NPs and PAs at facilities where they will work will reduce orientation by three months upon employment



