




Competitive Workforce Alliance Allied Health Regional Skills Partnership's Summit: Getting the Pulse on Healthcare: A New Prescription for the Workforce on November 5, 2013

Skill Optimization Workshop

Facilitated Conversation with Carolinas HealthCare System Leaders:
James McPherson, JD, MBA
Vice President and Chief Learning Officer and
Dennis Taylor, DNP, MBA, MEd, ACNP-BC, FCCM
Assistant Vice President, Center for Advanced Practice

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 and Impact on Health Care Delivery

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: 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: Example of Physicians and ACPs

SO Value Proposition

- ❖ Scope of practice and work drives decisions
- ❖ Knowledge, skills, experience, and education requirements
- ❖ Talent to meet requirements
- ❖ Measure process and results
- ❖ Recognition and reward
- ❖ Adjustments based on deviations



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: 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
<p>Requirements to Deliver on SO Value Proposition</p> <ul style="list-style-type: none"> ❖ Leverage plasma facilities for educational certifications ❖ Use interpreters to enhance language skills 	<p>Desired State</p> <ul style="list-style-type: none"> ❖ 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

