



Women in Health IT

Critical Success Factors for Building a Professionally Mature Health IT Team

himss
transforming health through IT™

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Learning Objectives

- Identify the current state of staffing and associated challenges of the health IT industry
- Discuss ways to build a professionally mature team
- Review the components of a workforce development plan

Karen Marie Wilding



Director, Operations – UMMS Information Services & Technology Business Intelligence & Data Analytics

- 15 years in health care; 10 years in Health IT
- Professional focus geared towards achieving and maintaining the transformation in care delivery with the use of technology
- Direct operations for multiple groups; portfolio includes over 600 employees & 300 vendors
 - Finance, Human Resources, Vendor Management, Contracting, Compliance, Project Management, Meaningful Use
- Annual operating budget over of \$100 million and capital investments in excess of \$50 million annually
- Maryland Chapter, HIMSS President -elect
- Faculty, Health IT Program – Community College of Baltimore County (HITECH Program)

University of Maryland Medical System

- Serve the State of Maryland – 12 hospitals & growing
 - 4B revenue
 - 24,000 employees
 - 2400 beds
- Academic, community and specialty care
- Shock Trauma Center
- Recently achieved HIMSS Stage 6
 - 5 of our affiliates - Epic



Why Are We Here

Present Day Problems

American Recovery and Reinvestment Act - 2009

Office of the National Coordinator (ONC) was awarded \$84 million to implement the **Health Information Workforce Development Program**.

Main objectives are focused on support training and certification of skilled workers:

- The development of high quality education materials
- Community college non-degree training programs
- A competency exam program to evaluate trainee knowledge and skills
- University-based training programs for specialized health IT roles

2015-2016 Refresh Efforts

- ONC awarded seven grantees \$6.7 million to update training materials from the original Workforce Curriculum Development program funded under HITECH.
- Train 6,000 incumbent health care workers to use new health information technologies;
 - team-based care environment
 - long-term care facilities
 - patient-centered medical homes
 - accountable care organizations
 - hospitals and clinics
- The updates focused on the four key topic areas
 - Population Health
 - Care Coordination
 - New Care Delivery and Payments Models
 - Value Based & Patient Centered Care

Health IT Workforce – Early Data

In the landmark 2009 ARRA legislation, HIMSS research was utilized -

- Estimates 108,400 HIT jobs in hospital settings currently
- Expects workforce needs to require an additional 40,800 HIT occupations by 2012

Data Limitations

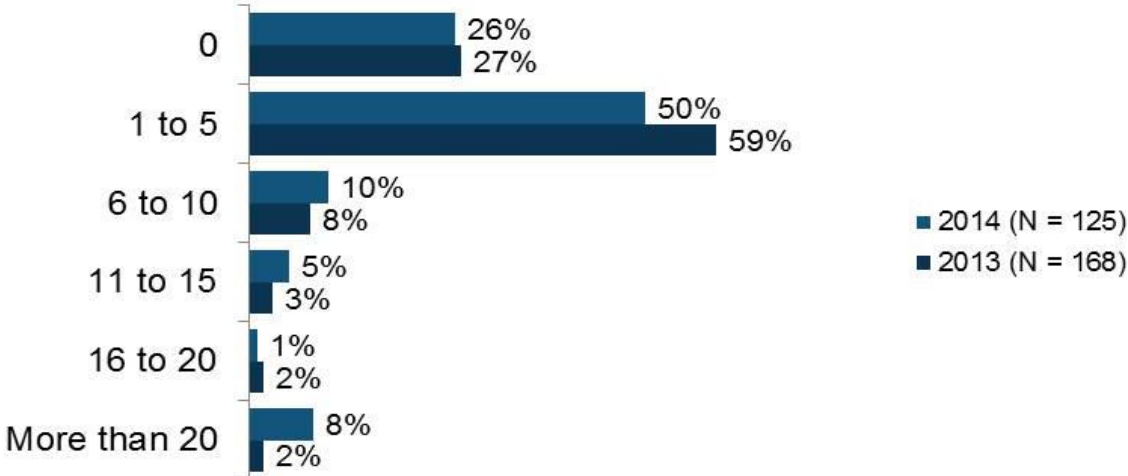
- *Mostly located in Hospitals*
- *Does not include Vendors, Pharma, Biomedical Engineering, Consultants etc.*

International Struggle – Workforce Definition

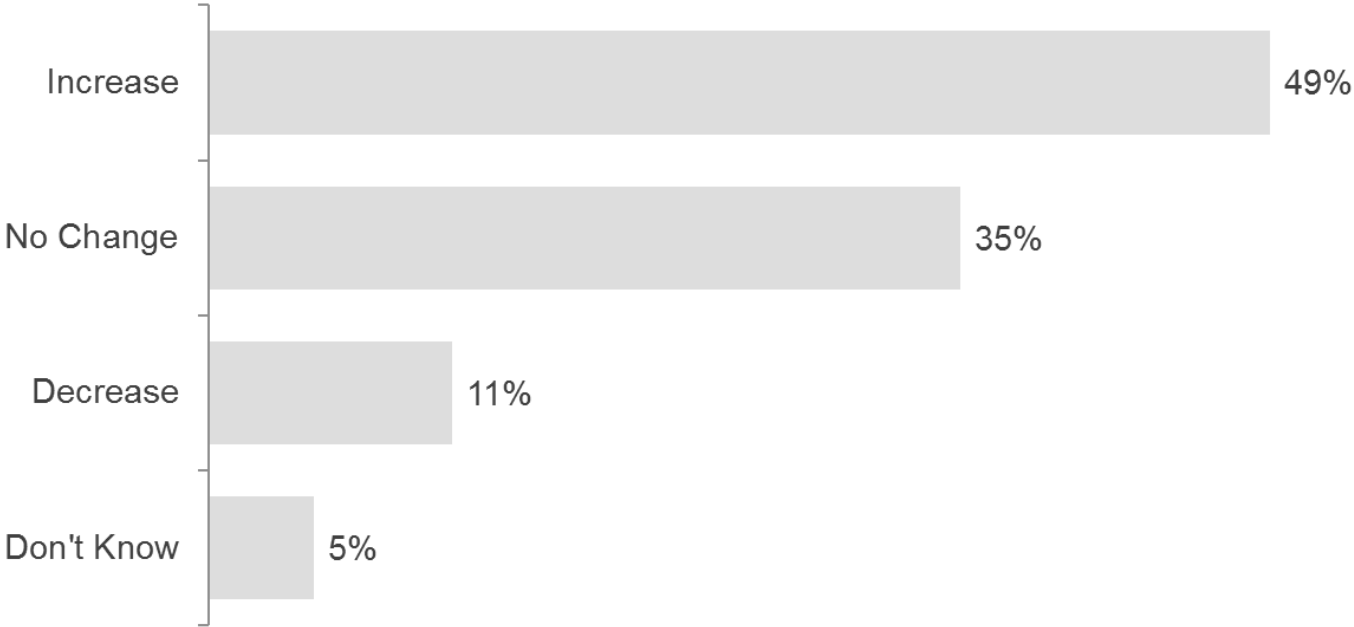
- An English NHS study found workers to be distributed among
 - information and communication technology staff (37%)
 - health records staff (26%),
 - information management staff (18%)
 - knowledge management staff (9%)
 - senior managers (7%)
 - clinical informatics staff (3%)
- Australian study classified jobs into two broad categories, but noted that many individuals work in more than one role, either within or across the categories:
 - Those who work "in the system,"
 - e.g., records, analysis, direct, decision, communications, and training
 - Those who work "on the system,"
 - e.g., systems, info structure, improvement, education, resource, and administration

IT Staffing Increases – Planned 2014

Planned Number of IT FTE Hires in the Next Year by Healthcare Provider Organizations



Further Increases Planned in 2015



N = 328

Key Takeaway

- We need more data on our workforce
 - Gender variations around skillset, education etc.
 - Young Professionals
 - Breakout by Market Sector
 - Leadership
 - International

Common Workforce Challenges

Health IT Industry



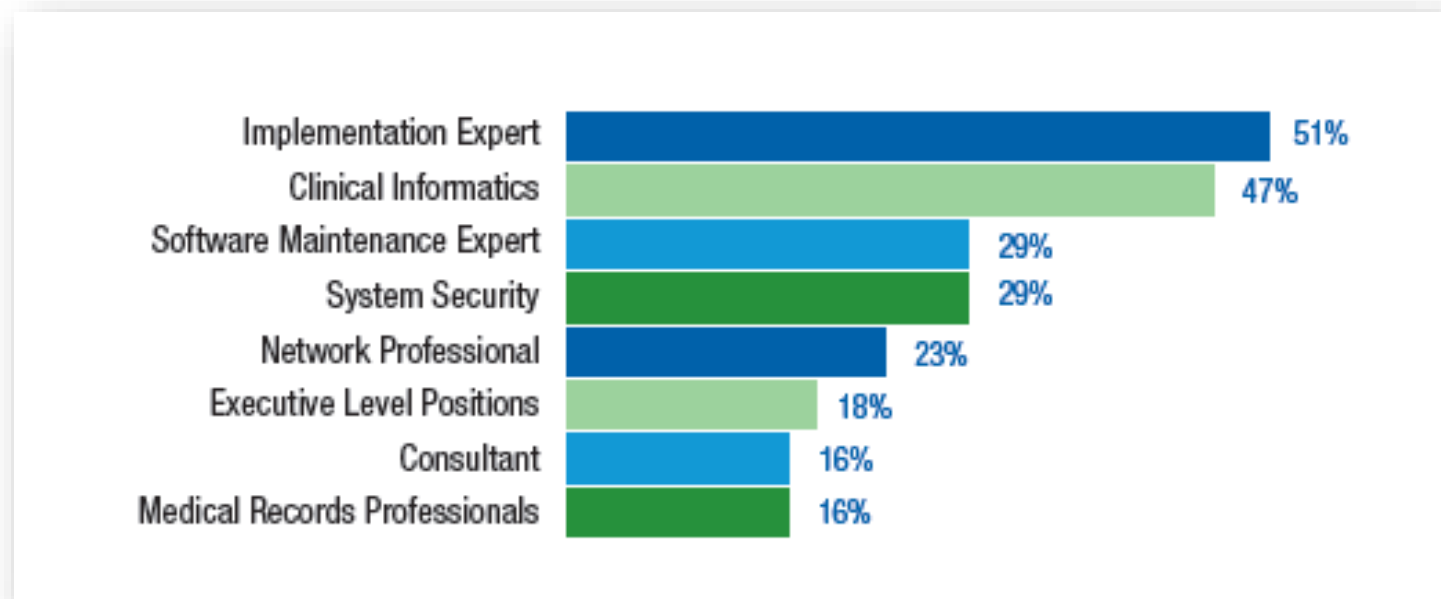
Changing Healthcare Environment = Changing Skillsets

- Meaningful Use (Stage 1, 2 & 3)
 - EMR Data Elements
 - Quality Reporting
 - Vendor Standards - CCHIT
- MACRA
- International Classification of Diseases (ICD-10)
- Health Information Exchange – Increased integration across complex systems
- Affordable Care Act
- State Public Health Reporting
- Reimbursement Reform - CMS Regulations (2 Midnight – example)
- Organizational growth, desire for data

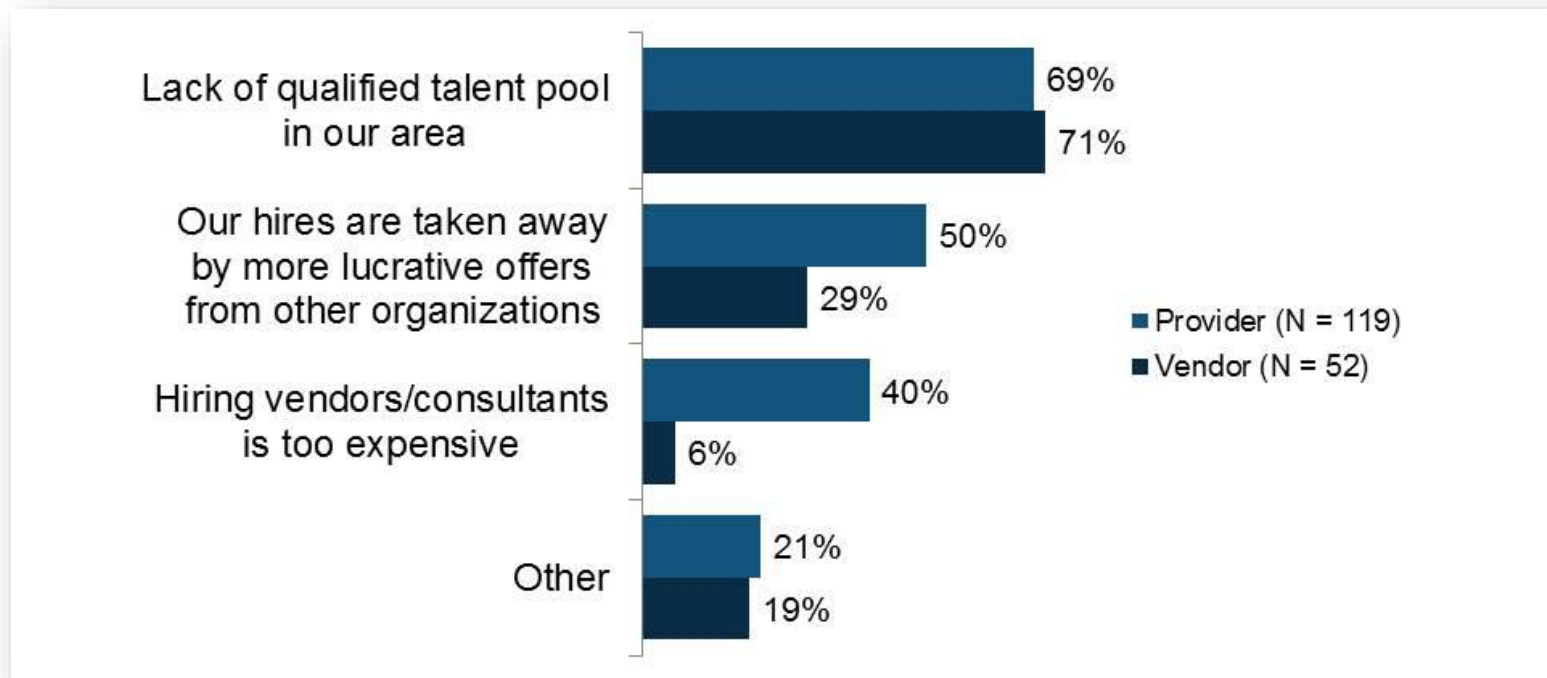
HIMSS Survey of Member Orgs in 2011

Perception - “Lack of Trained IT Professionals to Handle Future Workload”

- Respondents were most likely to report that there would be a shortage of implementation experts and clinical informatics professionals that would impact their organization’s ability to handle future work.



Organizational Barriers



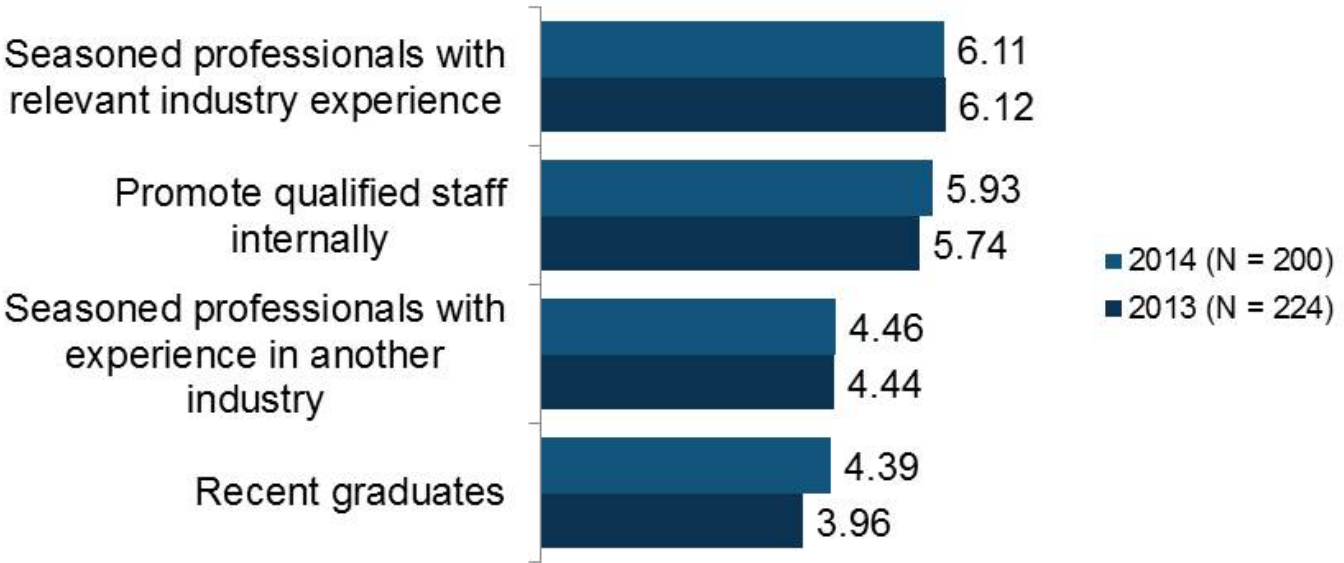
Who is Hiring Health IT Workers?

- Hospitals, health systems
- Software vendors and consulting firms
- Education / Academic
- Insurance / payers
- Venture Start-ups
- Associations in healthcare
- Physician organizations
- Bio-Tech companies
- Pharmaceutical companies
- Government

What is Needed?

- Executive, senior IT leaders
- Clinical and medical informatics leaders
- Technical and IT security positions
- Department chairs, professors and faculty
- Directors/managers/supervisors, team leads
- Project management leaders, application, implementation specialists
- Systems analysts, data analysts, web designers, system architects, interface experts
- Sales, marketing and business development

Clear Preference for Health Care Experience



2014 HIMSS Workforce Survey



Respondents answered this question using a one to seven scale where one was not at all likely and seven was highly likely.



Key Challenges to IT Staffing

How do you counter these challenges?

Challenges

- Unbalanced workloads
- Skillset match
- Healthcare experience
- Cost
- Market



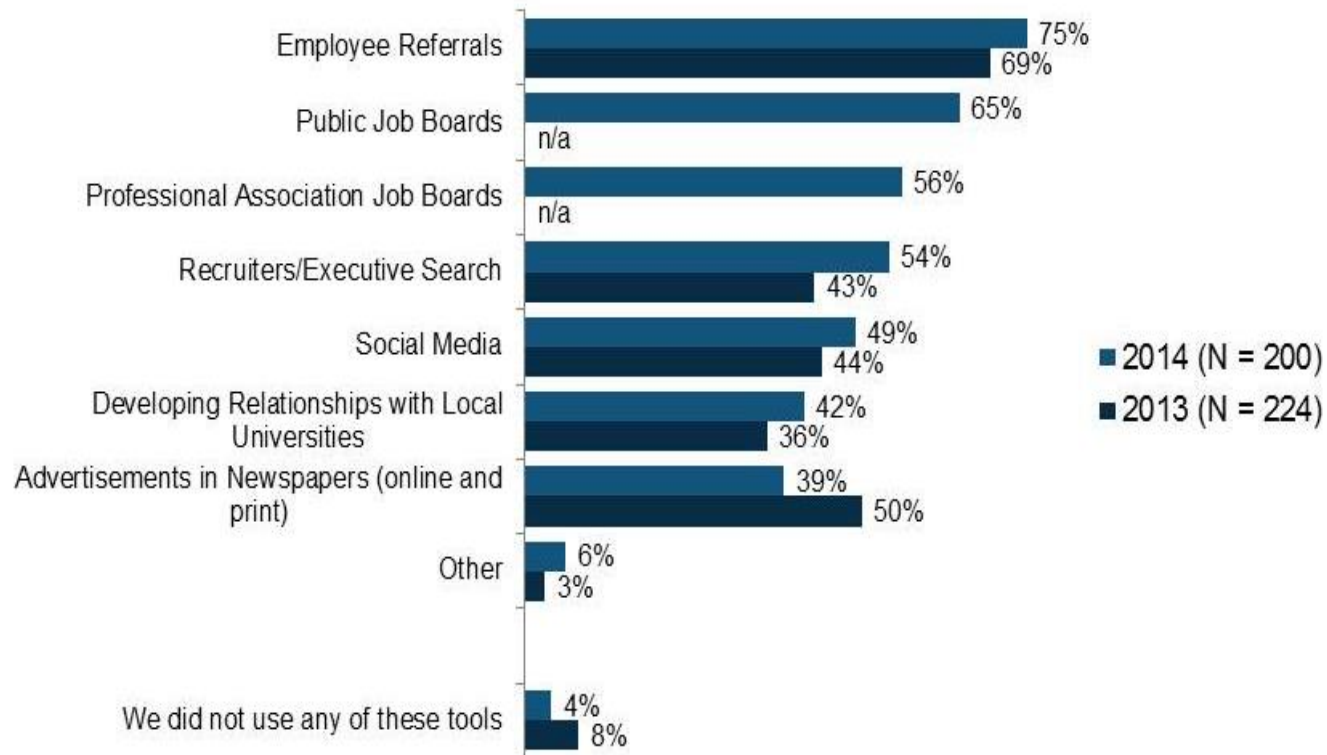
Impact

- Recruitment
- Retention

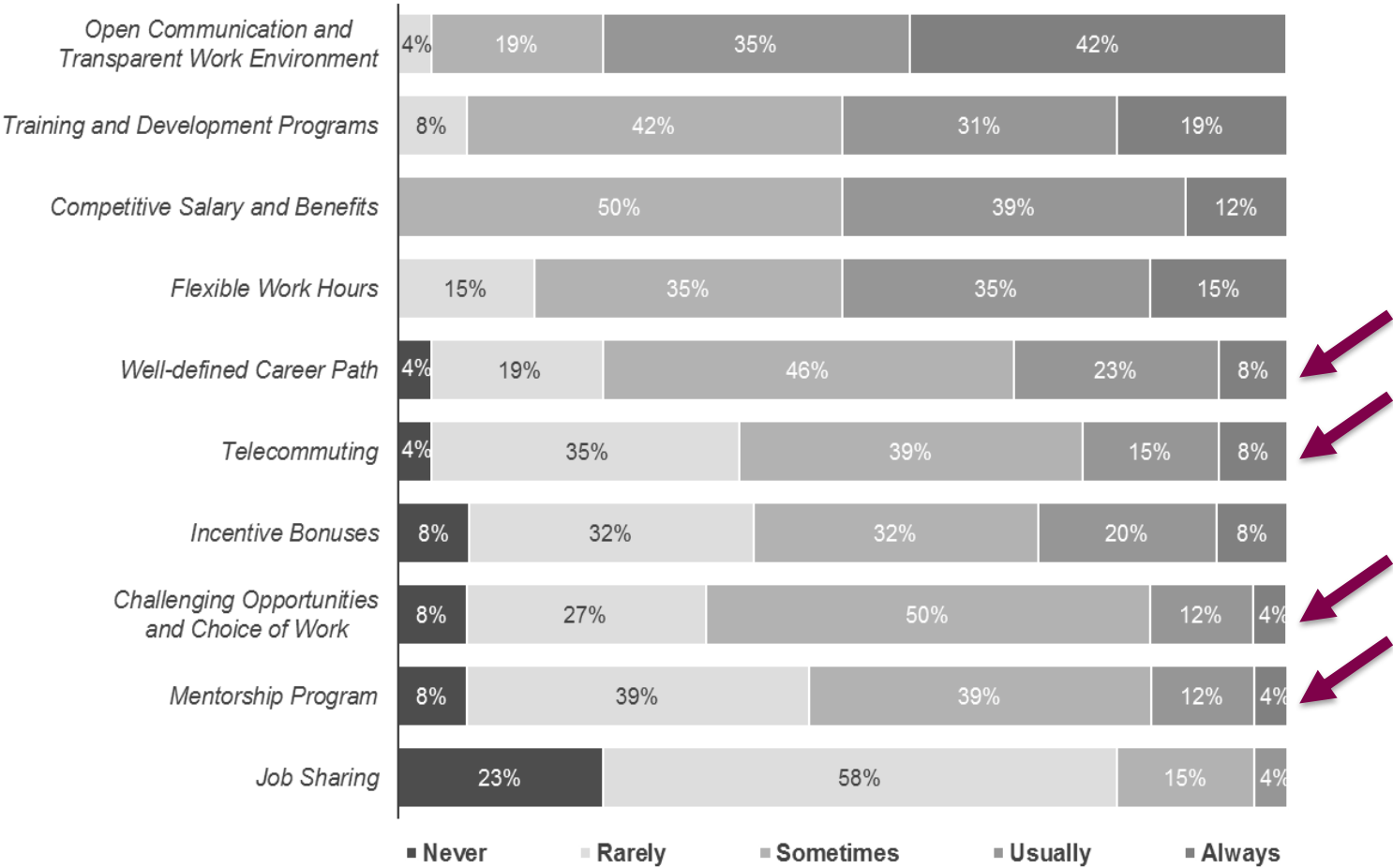
Turnover Costs are Real

- **Recruitment Process:** Advertising, interviewing, sign on bonus, relocation, utilization of an agency
- **Onboarding & Orientation:** Management time, team support, dedicated sessions
- **Training cost:** Vendor based, specialty or organizational
- **Lost productivity:** it may take a new employee 1-2 years to reach the productivity of an existing person.
- **Lost engagement:** other employees who see high turnover tend to disengage and lose productivity.
- **Cultural impact:** Whenever someone leaves others take time to ask "why?"
- 5k – 45k
- 10k-15k
- 5k-10k
- **20k – 75k with a short window of time and a reasonably skilled replacement**
- Not included - Backfill – average of 3months, 30k a month – 90k minimum

Tools Used to Recruit



Strategies for Retaining Existing IT Staff



Workforce Challenges

- Changing Environment requires advanced skillsets
- Pace and volume of work does not match present size of the workforce
- Career paths that are easy to visualize; are not always easy to implement
- Market competitiveness breaks budgets; once behind it is near impossible to catch up
- Budget prioritization often displaces staff development work

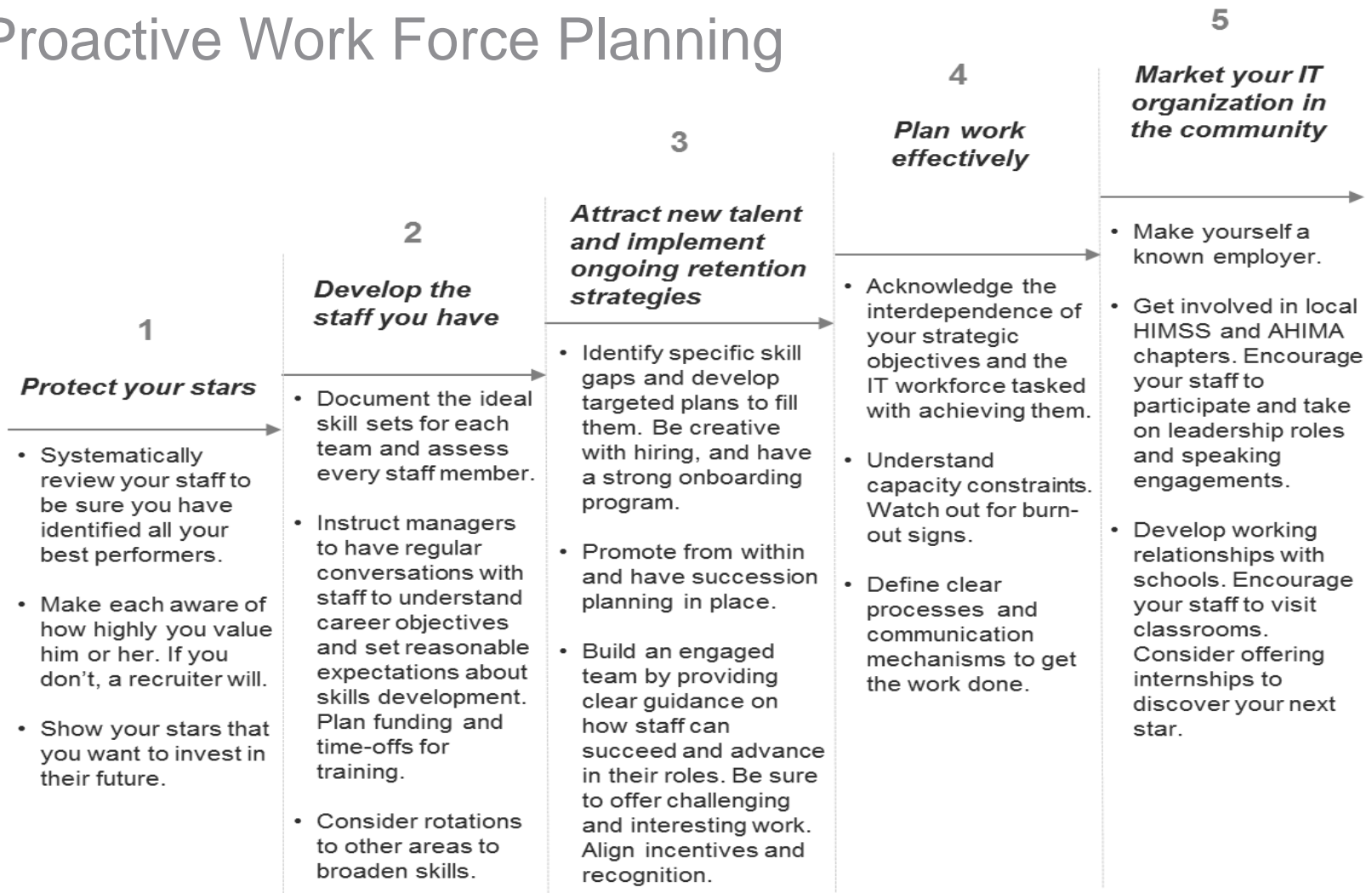
Health IT Workforce

Development & Management Solutions



Key Imperatives for IT Workforce Development

Proactive Work Force Planning



Protect your Stars

"Most people don't quit their jobs, they quit their managers,"
- Wendy Duarte, VP of recruiting at Mondo

- Identify your stars and their ability to continue growing and contributing
- Review current roles that you hire for; go beyond position control reports
- Identify highly-sought after AND under-developed skillsets
- Evaluate compensation practices - How do the pay and benefits align with the performance levels
- Review your latest market assessments
- Understand job description requirements
- Identify career ladder opportunities
- Review organizational image within community

Develop Current staff

- Provide adequate training on key competencies
- Identify credentials/education/experience needed for future work efforts
- Encourage growth, even across teams
- Recognize new certifications / degrees
- Understand issues by role, team and service line
- Managers must drive career planning and succession planning initiatives
- Offer opportunities for career advancement, coaching, and mentoring

Attract and Retain Strategies

Conduct an Internal Assessment – Know your workforce

- Vacancy Review is more than #s
- Understand recruitment windows and orientation timeframes
- Average length of service – by role, team and service line
- Know your competition
- Organizational advantages and disadvantages
- Exit Interviews

Plan Work Effectively

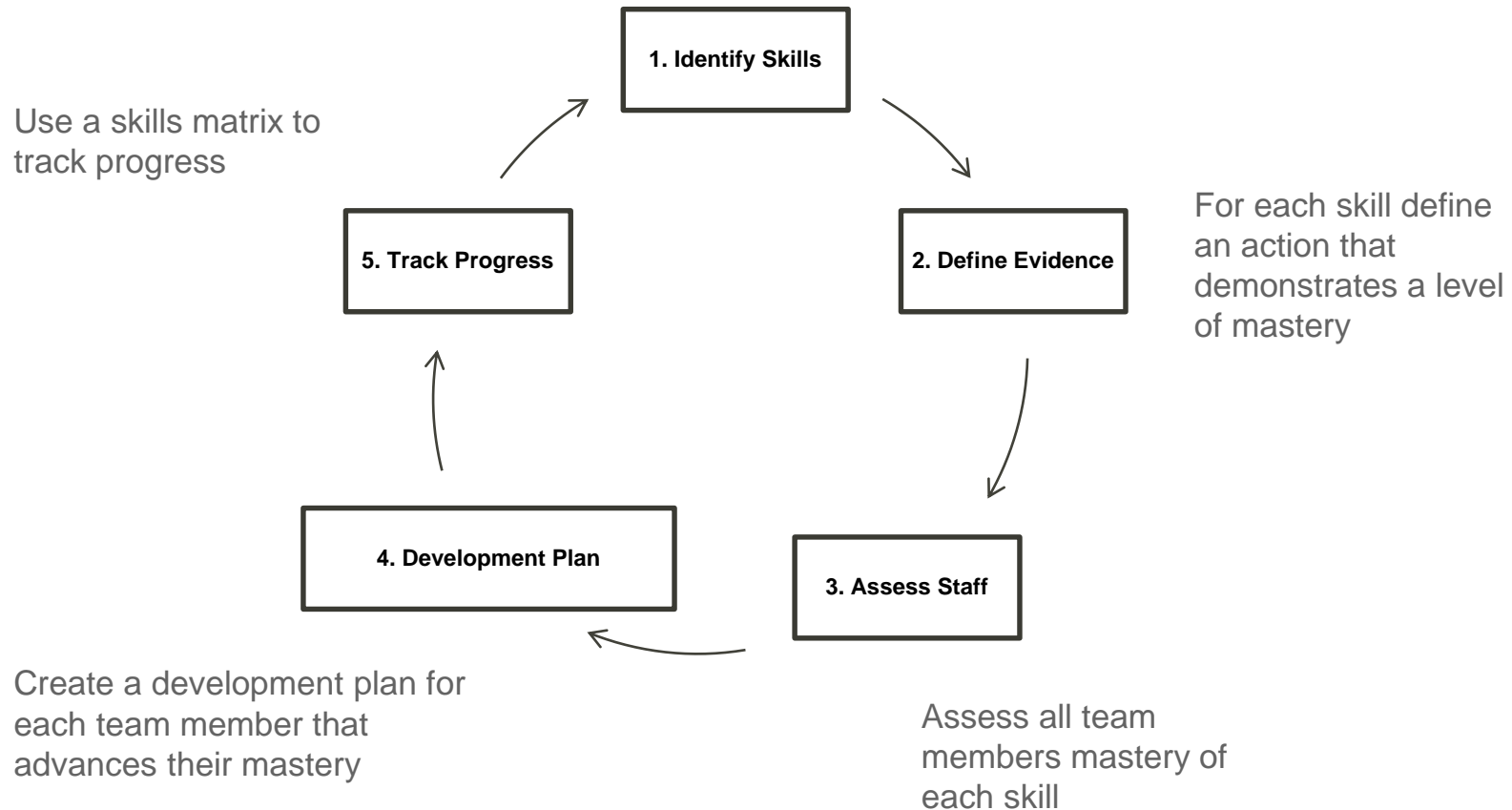
- Workforce Planning
 - Review strategic efforts and align to current state staffing
 - Estimate impact of market, demographic, technology and turnover
- Benchmark staffing ratios to national information
- Understand your current monitoring for capacity management
- Understand work outside of the “40” - Overtime, On call and extra

Market Your IT Organization

- Identify a talent pipeline with schools; work with colleges & universities
- Support involvement in trade organizations associated with required skill groups or industry
- Encourage teams to publish accomplishments, engage in local and national forums
- Maintain a social media presence

Create thoughtful Development Plans

- On a team-by-team basis
- List all of the skills required by a team to fulfill its function



Closing Thoughts

Key Takeaways

- Our industry will continue to change at a pace that will demand highly-skilled and dynamic teams
- Regulatory and Organizational project work will not slow down; investment in your staff needs to be continuous
- Identify and implement a staffing plan that accounts for a strong recruitment and retention plan, staff development and management growth
- Protect your stars

Thank You!

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