Montana Health Care Employer Landscape-Summer 2015

Montana Healthcare Workforce Advisory Committee
August 3, 2015
Questions asked:

• Describe current and future hiring challenges
• What kinds of graduates/degrees do you seek?
• What types of jobs will you fill in the next 2-5 years? How many?
• What changes/trends do you foresee in the next 2-5 years?
• What qualities do you seek in new employees?
• What qualities/skills are lacking in perspective employees?
• Identify the role that “soft skills” play
• Apprenticeship experience/interest
The numbers....

- 81 assessments completed
- 45 Critical Access Hospitals (CAH), 12 Long Term Care (LTC), 9 clinics, 8 Prospective Payment System hospitals (PPS or larger hospitals), 5 other
- AHEC region
  - W=21, SC=15, NC=9, E=17, NE=19
- Hiring challenges
  - 49 cite RN hiring challenges
  - 18 cite LPN hiring challenges
  - 34 cite CNA hiring challenges
  - 26 cite Allied Health hiring challenges
  - 11 cite coding, billing, business office hiring challenges
  - 15 cite retention as a hiring challenge
What kinds of grads/degrees do you seek?

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## What jobs will you fill?

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Five categories

• Trends

• Challenges
  • Sub-challenge #1  The rural setting
  • Sub-challenge #2  Baby boomers!
  • Sub-challenge #3  IT

• Soft skills

• Technical skills (Seeking/Lacking)
  • Sub-Skill Category Leadership

• Apprenticeships
What changes/trends will affect your industry in the next 2-5 years?
Trends affecting the healthcare industry

**Common themes**

- Affordable Care Act (ACA)/Value Based Care (VBC) including patient satisfaction
- Changes in utilization
- Medicaid expansion
- Partnerships a necessity
- Regulatory burden
- Reimbursement concerns-linked to patient satisfaction
- Staffing shortage-especially nurses
Trends affecting the healthcare industry-PPS

• ACA/VBC and Regulations
• Changing emphasis to keep people out of the hospital
• BSN world-a need for a higher skill set by the bedside
Trends affecting the healthcare industry - CAH

- ACA/VBC
  - Creating a need for partnering (Accountable Care Organizations (ACOs) - join or not)
  - Reimbursement linked to customer satisfaction *Hospital Consumer Assessment Healthcare Providers and Systems (HCAHPS) vitally important*
  - Shorter stays translate to increased need for care coordination

- Regulations
  - Will require increased need for coders and billers
  - Frequently don’t apply to CAHs
  - Compliance can be very challenging
Trends affecting the healthcare industry-CAH

• Increased need for healthcare staff
  • Overall staffing shortage
  • Especially need more RNs and providers

• Patient-Centered Medical Home (PCMH)
  • Will require a BSN

• Medicaid expansion
  • Will increase patient load but should decrease charity care debt
Trends affecting the healthcare industry-CAH

• Changes in utilization
  • Increased need for transitional care
  • Decreased inpatient volume
  • Increase Emergency Room (ER) volume
  • Increase in home visits

Moving towards well care rather than sick care

• Reimbursement rates in jeopardy
Trends affecting the healthcare industry-LTC

• Changing reimbursement
  • Insurance rates going up
  • Moving away from Medicare and Medicaid to private pay
  • Decreasing census seems to be a national trend

• Seeing different kinds of patients
  • Sicker, younger, substance abuse, behavioral health issues
  • Requires a different skill set from care staff
    • Tube feeding, IVs, RN coverage 24/7
  • Review of nursing scope of practice
Trends affecting the healthcare industry - Clinic

- ACA
  - Patient satisfaction is huge
  - More need for case management
  - Patient load will increase due to Medicaid expansion

- More attention to prevention and holistic care
- Move to integrated health care systems; requires partnerships
- Reimbursement changes
  - Pay for quality vs. volume
  - Do more with less
Trends affecting the healthcare industry

Indian Health Service (IHS), Veteran’s Administration (VA), Public Health (PH), Home Health (HH), Assisted Living

- Increased need for workers trained to care for Alzheimer’s and dementia patients
- ACA/Medicaid waiver, Medicaid expansion
- Shortage of staff
- Staff expectations don’t match reality
- Staff needs
  - Medicare and Medicare 101 training
  - Take a TEAM approach to care
Trends affecting healthcare questions/discussion

• How does this resonant with your perception of healthcare trends?
• What other trends do you foresee?
• How can we utilize this data/information?
Describe your challenges
Challenges—Common themes

• Rural setting
• Baby boomers
• Information Technology (IT)
• Generational differences
• Balance between home and work
• Asked to do more with fewer dollars
Challenges - PPS

- Low unemployment rate
- Generational differences
- There’s more insured so we’ll see more patients
- Make sure students know what they’re getting into
- Employees seek a balance between home and work
- Competition to enter nursing school
- Nursing shortage
Challenges-CAH

• Generational differences

• Wages
  • Competition from Stillwater Mine, McDonald’s,
  • Employees unwilling to work up to a better wage, expect top salary right out of the gate

• ICD 10 implementation creates the need for business office/admin staff

• Employees seeking a balance between home and work

• Change service line to enhance reimbursement-requires different staffing

• Staffing shortages-only one deep in most positions
Challenges-Clinic/LTC/IHS

- Generational differences
- High turnover rate
- Asked to do more with fewer dollars
- Regulatory burden
Sub-challenge #1-the Rural Setting

- Healthcare in a rural setting requires ALL skills
- Staff wear many hats
- Students need training specific to rural
- Finding candidates willing to live in rural
- Frontier has even more challenges
Sub-challenge #2-Baby Boomers

• Position gap due to retirement
• Aging seniors are living longer; will require more care
• Will need more Home Health, Hospice, Assisted Living
• Geriatric care will be increasingly important
• Increase in aging population=increase in patients=need more providers
Sub-challenge #3-Information Technology (IT)

- Need good computer skills across the board (n=40)
- Older generation still resistant or has difficulty with IT
- EMR documentation skills
- Tele-med experience becoming essential
Healthcare challenge questions/discussion

• How does this resonate with your perception of healthcare challenges?
• What other challenges do you see?
• How can we utilize this data/information?
Identify the role “soft skills” play in your organization
Soft Skills - Common themes

- Customer service/satisfaction
  - Compassion, respect, SMILE!
- Healthcare is 24/7/365
- Team player
- “Entitlement”
- Work ethic
  - Accountable, good communication skills (preferably face-to-face), punctual, reliable, loyalty,
Soft Skills-PPS

- Need people that want to care for patients
- Customer service/satisfaction is paramount
  - Courteous, integrity, approachable
- 24/7/365
- Accountable, good communication skills, punctual
- Patient-centered
- Appearance matters
Soft Skills-CAH

- Customer service/satisfaction
  - Respect, empathy, good attitude, compassionate, considerate, manners, civility, kindness,
- 24/7/365
- Team player
- Work ethic
  - Professionalism, accountable, good communication skills, commitment, ownership, reliable, confidence, responsible, engaged, self-starter, adaptable, flexible, conflict resolution, stick-to-it-iveness, punctual, common sense, loyalty, dedication
- “Entitlement” – won’t show up for work but expect a paycheck
Soft Skills - LTC

- Accountability – taking ownership
- “Entitlement” – work for pay vs. purpose
- Customer service/satisfaction
  - Pride in work, SMILE!, upbeat, compassionate, sincere, good attitude
- Lack incentive to work
- Skill set to do the job
- 24/7/365
- Work ethic - Loyal, reliable, good communication skills, stable, consistent, initiative, ability to relate
- Team player
Soft Skills-Clinic

• Flexibility

• Customer service/satisfaction
  • Good listener, respectful, compassionate, professionalism, deal with a wide variety of people, understanding

• “Entitlement” – expect top wages but don’t want to work

• Team player – work well with peers

• Work ethic – self-starter, loyalty, good communication skills, dependable, creative, punctual, deal with stress, accountability, multi-task
Soft Skills-VA/IHS/HH/PH/AL

• Team player
• Customer service/satisfaction is paramount
  • Kindness, compassion, confidence, trust, commitment, determination, pride in work
• Confidence, reliability, self-motivation, good communication skills
• Need people who want to take care of people
Soft skill questions/discussion

• How does this resonate with your perception of the importance of soft skills in healthcare?
• How can we utilize this data/information?
What qualities do you seek?
What qualities are lacking?
Qualities Seeking/Lacking - Common themes

- Leadership
- Critical thinking
- Confidentiality
- Interview/assessment techniques
- Broad skill set
Qualities Seeking/Lacking - CAH

- Critical thinking
- ER/trauma
- Well-rounded skill set to work in a high risk/low volume setting
- Deal with diversity
- Confidentiality
Qualities Seeking/Lacking - LTC

- Critical thinking
- Assessment skills
- Broad skill set – extensive clinical experience
  - Case management, tube feeding, dementia, Alzheimer’s, behavioral health training, CPR, IV, dealing with the difficult patient, dealing with patients in the real setting, med surg
- Carrying for the older patient
Qualities Seeking/Lacking - Clinic

- Critical thinking
- Confidentiality
- Do everything so can’t be specialized
- Interviewing techniques
- Problem solving
- Case management
- Care coordination
Qualities Seeking/Lacking-VA/IHS/HH/AL/PH

• Critical thinking
• Confidentiality
• Interview and assessment skills
• Dealing with drug seekers
• Working with mental health patients
Qualities Seeking/Lacking - Leadership

• Leadership - undefined
• Taking the initiative to manage others
• Mentoring
• Knowledgeable
• Work with limited supervision
• Professionalism
Qualities Seeking/Lacking questions/discussion

• How does this resonant with your perception of healthcare employee qualities?
• Is there a way to address this topic?
• How can we utilize this data/information?
Apprenticeships

• Do you have experience? ~50 said “yes”

• Are you interested?
  • Large hospitals-3
  • CAH-22
  • LTC-7
  • AL/Clinic-7

• Suggestions
  • Allow enough time
  • Smaller facilities can’t take on too much
  • Interest in coding, billing office, CNA, Techs (all)-a long list!
Thank you!
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