

Defining, Recruiting, and Retaining Healthcare IT Talent

JCCC HIT Workforce Summit

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V.P. & CIO Swope Health Services



Defining, Recruiting, and Retaining Healthcare IT Talent

Agenda

- Company Background and Bio
- Defining the Healthcare IT Workforce
- Skills CIO looks for when hiring IT team
- Job requirements and skills needed in the healthcare IT
- What is the current state of the supply chain of talent for Health IT positions
- Questions & Answers

Why Healthcare IT?

Brian Thomas



Swope Health Services



Swope Health Services is a Federally Qualified Health Center (FQHC)—a not-for-profit, community-owned health care provider that serves low income and medically underserved communities.

In 1969, Swope Health Services, formerly known as Model Cities Health Corporation was formed. In the past 45+ years, the health center has been through a relocation, company name change, and expanded services throughout the Kansas City metropolitan area. It is Joint Commission and CARF accredited, and employs 500 full/part-time associates.

Swope Health Services



Our Mission

Swope Health Services improves the health and wellness of the community by delivering accessible, quality, comprehensive patient care.

Our Vision

To be a regional healthcare provider of choice in the communities we serve.

We coordinate services for the needs of all who seek care regardless of socio-economic status.

Swope Health Services

Who we serve

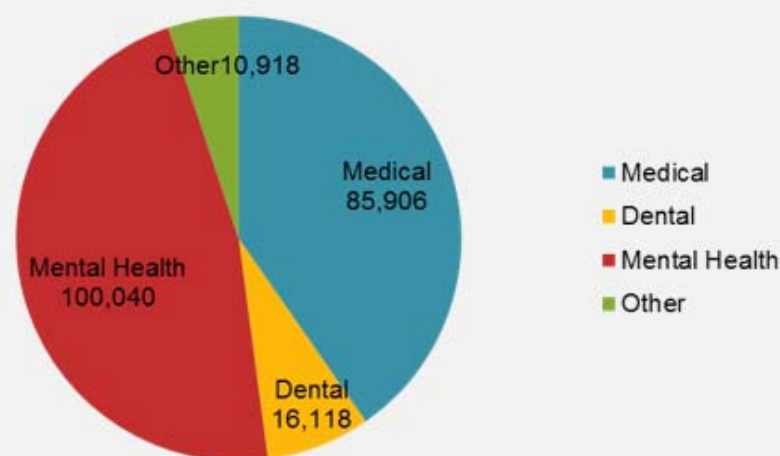
In 2014, SHS

- Served 41,000 patients
- Provided 215,000 healthcare visits
- Behavioral Health accounted for 100,000 of those visits (47%).

Patient Population Characteristics

- 80% live below the 200% Federal Poverty Level (FPL); eligible for a sliding-fee discount.
- 52% are uninsured
- 35% have Medicaid coverage
- 10% have Medicare coverage
- 3% have Commercial coverage

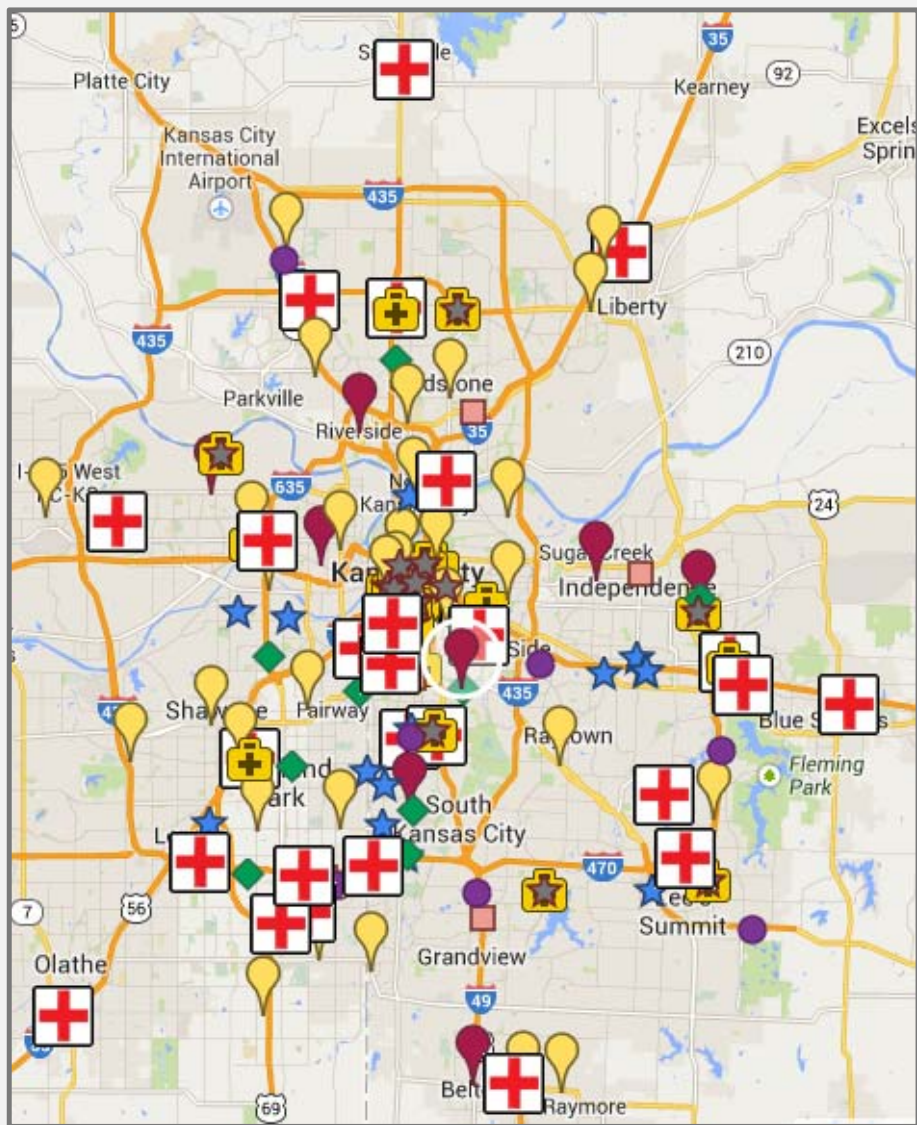
Visit Count for 2014



Swope Health Services

Services Provided

- Medical Services
- Behavioral Health
- Dental
- Laboratory
- Optometry
- Optical Shop
- Pharmacy
- Radiology
- Support/Enabling Services
- Women, Infants, and Children (WIC)
- Homeless Services (MMU)



Legend:

-  SHS Locations
-  Hospitals
-  Trading Partners
-  Medical Clinics/Urgent Care
-  Specialty Hospitals
-  Specialty Clinics
-  Behavioral Health
-  Home Health Care
-  Other Specialty

[View Map Online](#)

Health Information Technology Bio

Brian Thomas

Current Role: Chief Information Officer

Company: Swope Health Services – largest community health center in KC and the region

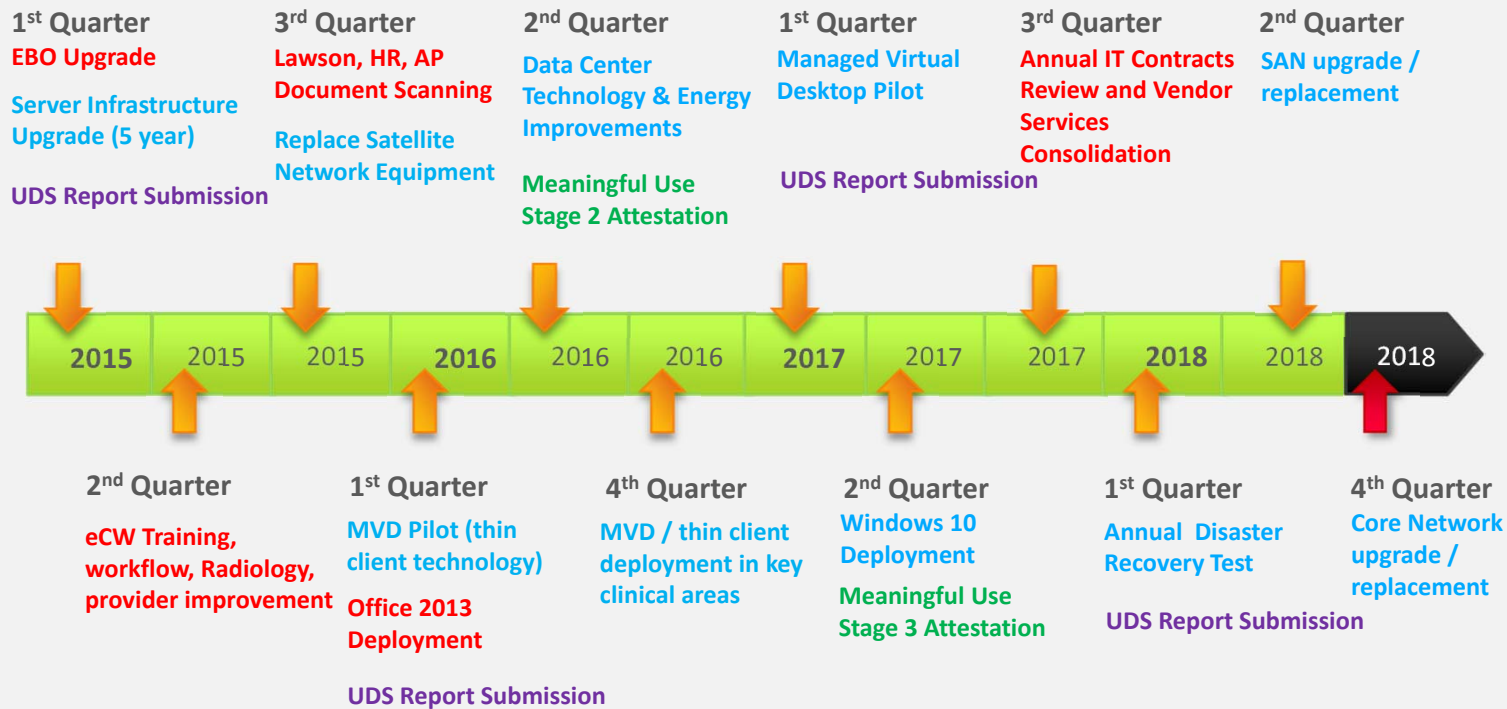
Responsibilities: Manages diverse technical and clinical staff Swope Health Services

IT Team: Composed of 45% technical 55% clinical/business staff

Electronic Medical Record: eClinicalWorks (eCW)

Unique Patient Records: 185,000+

IT STRATEGY & TIMELINE



LEGEND:
Applications
Infrastructure
Report Writing
Provider Support

Defining the Healthcare IT Workforce

IT Security
Desktop Technician
Network Architect
Clinical Analyst
Voice Engineer
Business Analyst
Database Administrator
Medical Informaticist
Programmer
Data Analytics
Project Manager
Compliance
Computer Scientist



Defining the Healthcare IT Workforce

IT Security

Clinical Analyst

Medical Informaticist

Data Analytics



Defining the Healthcare IT Workforce

What is a...

Clinical Analyst:

- Develops and maintains clinical software applications. Cross trains with other analysts and may be on call. Analysts typically have a clinical background, or previously worked in a healthcare setting.

Medical/Nurse Informaticist:

- Informatics is defined by the IMIA as the "science and practice that integrates nursing (medical), its information and knowledge, with management of information and communication technologies to promote the health of people, families, and communities worldwide.

Skills CIO looks for when hiring HIT team

It's a Team effort! (HR and IT)

Challenges finding skilled workforce

- Specific skill sets
- Niche positions or certain educational requirements

Strategies used to recruit talent:

- CareerBuilder
- Indeed
- LinkedIn
- NP Connect (non-profit)
- Career MD
- Job Fairs



Skills CIO looks for when hiring HIT team

What we look for when hiring HIT

- Education
- Certifications
- Employment History
- Experience
- Referrals
- Recommendations



Current state of supply chain of talent for HIT positions

Are you a newcomer to healthcare?

Considering entering the field?

- - - -

Is your job history / experiences outside field irrelevant?

Current state of supply chain of talent for HIT positions

Absolutely NOT!!

Many of your strengths and skills are more relevant and transferable to healthcare than you realize!

- Customer-service expertise
- Critical thinking skills
- Multitasking under pressure
- Project management



Current state of supply chain of talent for HIT positions

Common Transferable Skills and Strengths:

Compassion and Empathy:

- Empathy and compassion for the poor, troubled, or sick
- Good listening skills
- Understanding of different cultures
- Respect for teamwork

Strong Communication Skills:

- Speaking clearly and listening carefully
- Communicate effectively physicians, managers, colleagues and patients
- Provide accurate and concise documentation

Current state of supply chain of talent for HIT positions

Common Transferable Skills and Strengths:

Customer-Service Know-How:

- HIT staff, like front-line healthcare workers, must provide satisfactory customer service
- Health centers are judged on patient satisfaction
- HIT staff are no different

Grace Under Pressure:

- Critical thinking
- Time management
- Veterans typically adapt to a fast-paced, high-stakes healthcare job

Current state of supply chain of talent for HIT positions

How to Showcase Your Transferable Skills

Identify your Transferable Skills:

- Impress potential employers with them
- Use keywords on your resume that showcase these skills
- Ensure these skills match keywords in the employer's job posting:
 - Effective listening skills
 - Exceptional time management
 - Clear communicator
 - Distinguished team player

Current state of supply chain of talent for HIT positions

How to Showcase Your Transferable Skills

Expect open-ended behavioral questions in an interview

Healthcare employers generally identify behaviors important to a specific job and then try to ascertain through interviewing where and how job candidates have applied those behaviors in other jobs or through past experiences.

Take advantage of the opportunity to give thoughtful answers referencing the skills and strengths you gained through previous jobs, volunteer work and life experiences that will help you in your new line of work.

Current state of supply chain of talent for HIT positions

How to Showcase Your Transferable Skills

Healthcare hiring managers know that if job candidates have “demonstrated behaviors in the past they will do it again in the future, and their behaviors would be applicable from one industry to the other”.

It doesn't matter where you've come from as long as you've shown the same aptitudes you're going to use in healthcare.

Current state of supply chain of talent for HIT positions

IT Security:

- High demand
- Technical & business experience
- HC experience preferred
- Critical thinking
- Problem solving



Current state of supply chain of talent for HIT positions

Clinical Analyst:

- High demand
- Customer service skills
- EMR experience preferred
- Rewarding career!



Current state of supply chain of talent for HIT positions

Medical Informaticist:

- High demand
- Still evolving industry role
- Typically a clinician background
- Expert at clinical workflow processes



Current state of supply chain of talent for HIT positions

Data Analytics:

- Moderate demand
- Need for reports, BI, and analysis
- Healthcare experience preferred



Current state of supply chain of talent for HIT positions

How do I break in to the HIT market?

Projects!

- Contracting
- Temp
- Internship

Examples

- ICD-10
- EMR upgrades / go-live projects
- EMR “clean up” projects
- Chart Audits

Current state of supply chain of talent for HIT positions

How do I break in to the HIT market?

“Experience is great and what employers are looking for, but I don’t have it.”

Solution:

Get that extra education or certification to improve your chances

Current state of supply chain of talent for HIT positions

Where??



Current state of supply chain of talent for HIT positions

Several Area Colleges

Johnson County Community College

- Associate of Science with Emphasis in Health Information Systems degree
- Certificate in Health Information Systems Workflow Management and Training Specialist
- Certificate in Health Information Systems Implementation and Support Specialist

Go for it!

Current state of supply chain of talent for HIT positions

Forces Collide

As Healthcare Industry is finally beginning to rapidly advance IT...

- Bureau of Labor Statistics projects significant growth in Health IT & CS occupations (all)
- Fewer students are choosing Computer Science and Information Technology as a career
- The top of the workforce will begin to erode as baby boomers retire
- Few new programs in place at Colleges and Universities to meet the anticipated demand
- Healthcare will be competing with all other industries for fewer and fewer IT graduates

Retention Strategy



Current state of supply chain of talent for HIT positions

What Does It Cost for Employee Turnover?

- Average worker stays at their job 4.6 years (US Bureau of Labor Statistics)
- Replacement costs can be as high as 50% to 60% (employee's annual salary)
- Total costs associated with turnover ranging from 90% to 200% of annual salary

Current state of supply chain of talent for HIT positions

Retention Strategy

- Benchmark turnover by reviewing how many people left your organization last year
- Determine what rate of turnover is acceptable for your organization
- Invest in your culture:
 - To attract & retain top talent, cultivate an engaging meaningful work culture
- Use proven retention strategies (*next slide!*)
- Evaluate your results
- Track your progress and overall savings to determine if you are seeing a ROI

Current state of supply chain of talent for HIT positions

How does a Leader retain HIT talent in a competitive market?



Current state of supply chain of talent for HIT positions

How does a Leader retain HIT talent in a competitive market?

- Telecommute / work from home
- Generous cell phone allowance
- Training
- Flex schedule (9/80)
- Monthly Team-building events
- Innovation – BYOD, etc
- Engage your staff
- Have FUN!!

Current state of supply chain of talent for HIT positions

How does a Leader retain HIT talent in a competitive market?

Design a Culture of Inclusion

- Developing Our People
- Giving Employees a Voice
- Including Everyone
- The Benefits of Strong Culture

Current state of supply chain of talent for HIT positions

Infographic

Employees stay when they are:



Paid well



Mentored



Challenged



Promoted



Involved



Appreciated



Valued



On a mission



Empowered



Trusted

Current state of supply chain of talent for HIT positions

What's the biggest barrier to get hired?

Brian's experience says:

- Many jobs aren't advertised
- Prefer healthcare experience
- Hiring preference given to internal candidates

First Hospital Job



Current state of supply chain of talent for HIT positions

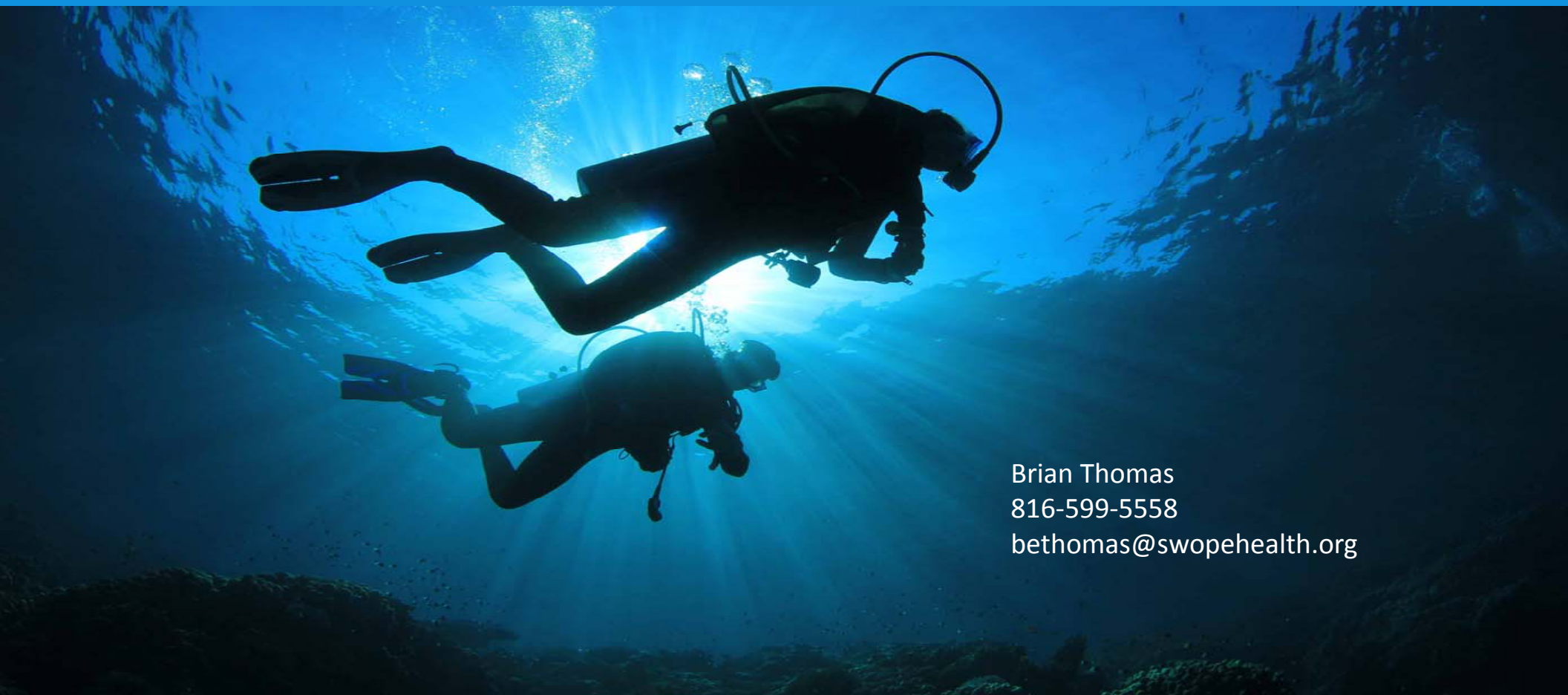
What's the biggest barrier to get hired?

Opportunities:

- Market yourself:
 - Social media (especially *LinkedIn!*)
 - Networking (local events)
- Get hired in any capacity, even as a volunteer
- Many healthcare opportunities in Kansas City
- Cerner's new "Trails Campus"



Deeper Dive? Questions? Feedback?



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