# The Workforce of the Future

Future of Health

Claudia A. Salzberg, PhD, MSE
HANYS
June 22, 2023

AGENDA

- Future of Health
- Study Approach
- Setting the Stage
- Main Themes
- Recommendations and Challenges
- Imperatives for Change

FOH

SLIDO – Polling Tool

- We will have polling questions throughout the presentation.
- **Please take a moment now to load this on our phones/tablets**
  1. Enter **Slido.com**
  2. Enter code **#8745645**
- Go to "Polls" tab
- Additionally, a QR code will be available for each poll question

FOH
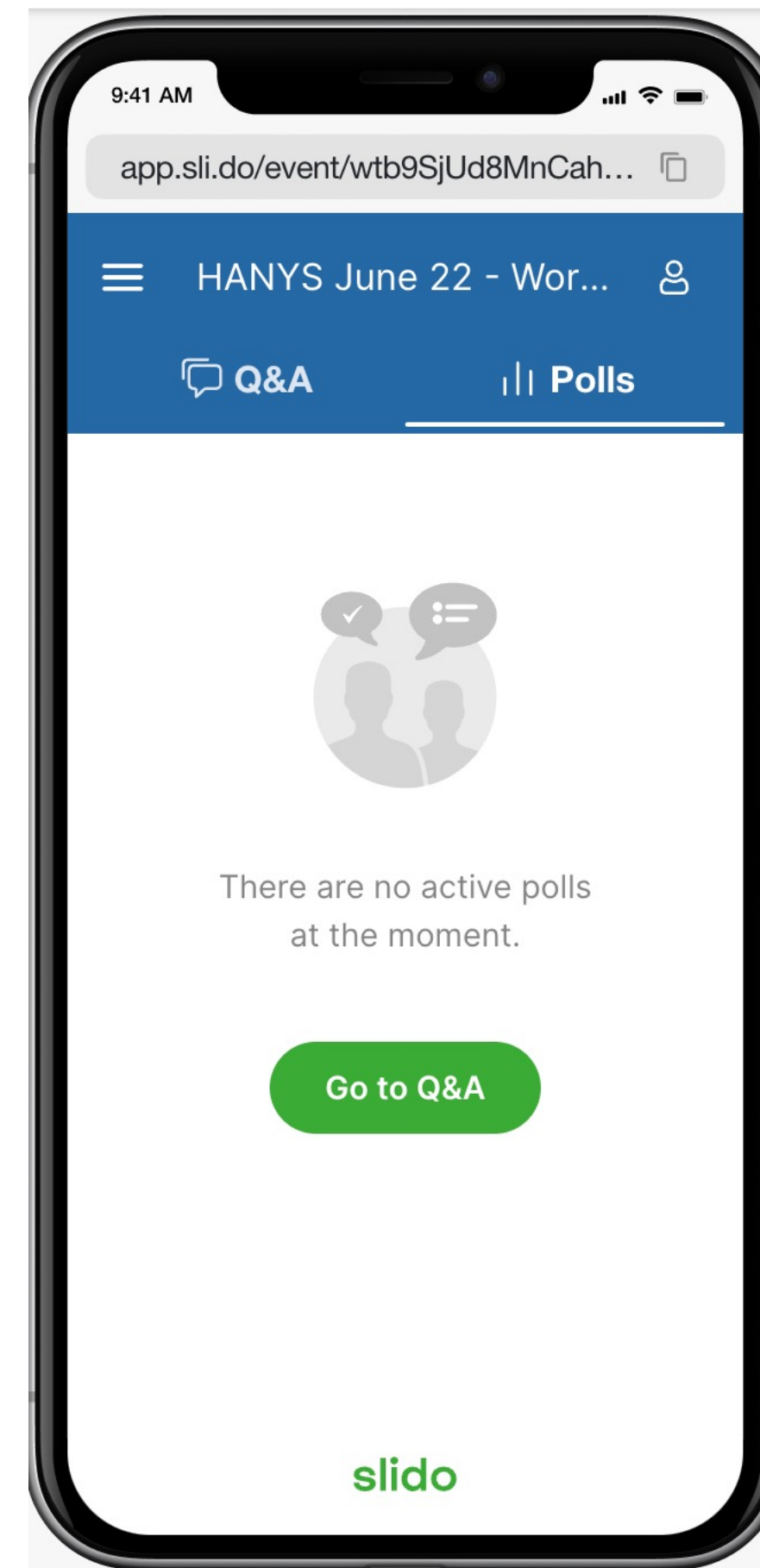
Future of Health (FOH)

- Global organization established in 2018 of more than 50 members

- Through the shared vision of its members and the power of their collective professional wisdom, FOH intends to influence, transform, and redesign the vision of the future of health.
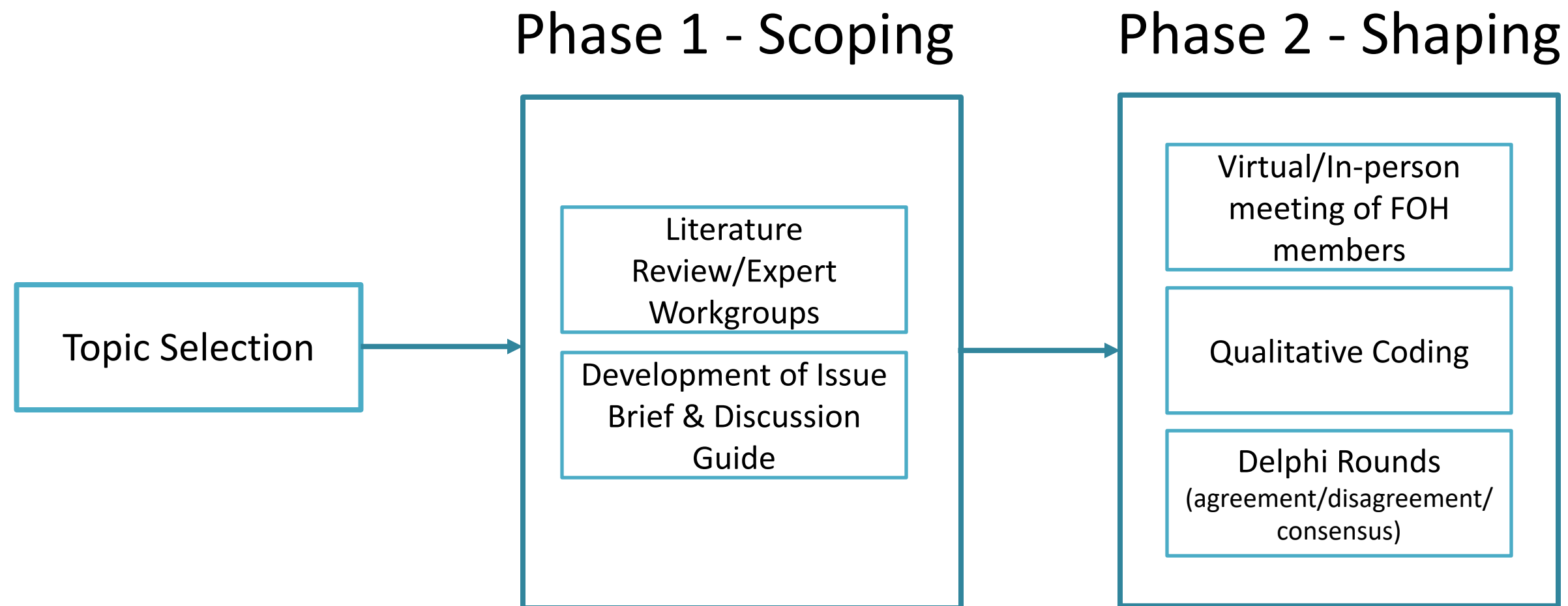
F⊙H
LEADING THE HEALTH OF TOMORROW

FOH Research Goals

- To pave the way for health care organizations to become the organizations of the future.

FOH
LEADING THE HEALTH OF TOMORROW

Future of Health - Approach

Phase 1 - Scoping

Phase 2 - Shaping

Topic Selection

Literature Review/Expert Workgroups

Development of Issue Brief & Discussion Guide

Virtual/In-person meeting of FOH members

Qualitative Coding

Delphi Rounds (agreement/disagreement/consensus)

FOH

Why Qualitative Research?

- Gain insider perspectives including nuance, subtleties, and complexity of a topic.
- Determine relationships, cause, effect, processes, outcomes.
- Allows for ambiguity and contradiction in addition to agreement.
- Descriptive, narrative style.

Objectives of methodology

- To gather a range of opinions on each of the topics and extract themes.
- The group interaction will provide the range of opinions and allow for opportunities to justify, clarify and expand.
- To rank and rate themes through discussion and consensus building.

Setting the Stage #1

- Rapidly evolving digital technology:
  - Speed of information access
  - Content of information that is accessible
  - Targets that can be automated
  - Geographical limitations that can be broken
- Rapidly increasing adoption of innovations

FOH

Setting the Stage #2

- Rapidly shifting demographic forces:
  - Increasing demand
  - Decreasing workforce
  - Growing understanding of disparities
- Evolving, diverse, multi-generational workforce
- Increasing variety of (traditional and) newer talents
- Rapidly shifting perspectives on accountability
- (Not so rapidly) Shifting into value-based payment models and personalized care
- Increasing regional and worldwide events
- Rapidly increasing rates of clinician burnout

FOH

TOPIC 3. BUILDING THE WORKFORCE OF THE FUTURE
Moderators:
Gary Kaplan, MD, CommonSpirit Health &
Christoph Meier, MD, University of Geneva

- The healthcare workforce of the future will be shaped by demographic, technological and economic forces and innovations that disrupt traditional healthcare in both incremental and unpredictable abrupt ways.
- Alongside this evolution of the health care ecosystem and the increase in adoption of innovations, the role of the clinician and the composition of their training and education will also need to adapt.

TOPIC	SESSION
Address Staff Shortages	Virtual Session 1: June 24, 2021
Predict Changes in the Workforce as a Result of Environmental and Technological Changes.	Virtual Session 1: June 24, 2021
Determine Direction of Future Skills	Virtual Session 2: July 29, 2021
Design Appropriate Education	Virtual Session 2: July 29, 2021

LEMONM

FOH

Major Themes

- Using technology to create efficiencies
- The need for changing roles in team-based care
- Challenges to using technology for the future workforce
- Change management
- Integrating tech-driven changes

FOH

Theme: Using Technology to Create Efficiencies

"We're seeing a lot of signals where diagnostics is going to be disrupted first, where diagnostics, most of those will be done at home." – Industry, USA

- Technology will create efficiencies for the future workforce
- Machine learning and artificial intelligence for supporting clinical and management processes
- Address burn-out
- Allow staff to focus on human tasks and interactions

"And I think at the end of the day some of the changes will be that we'll have fewer people at the top, so I would predict fewer physicians, fewer nurses, more role for patients, we'll be giving them lots of information and helping them manage things, but also many more roles for lower skilled people. –Academic, USA

FOH

Do you believe technology will reduce or continuously increase the burden of work?

FOH
LEADING THE HEALTH OF TOMORROW

Theme: Changing Roles

"... our data ... [are] going to be exquisitely helpful to make the less skilled folks that are participating in the care, provide better and high acuity care. And that's going to be particularly noticed to keep people at home and not go to the hospital... " - Industry, USA

- Technology will enhance the work of low- and mid- level roles
- The workforce of the future needs an increased focus on teamwork and related processes
- Technology will influence the role of clinicians as team members and change training and expectations
- The role of the clinician-technologist or the technologist clinician supporter will become increasingly important

"So maybe in terms of ... education, soft skills, and the ability to work together with the other [expert] of the team ... may be a crucial point." -Payer, France

FOH

Theme: Challenges

"But given all these evolving forces to technology, robotics, what about the human side? And some people would say that the role of the clinician, in addition to utilizing appropriately all of the technological resources we have, is to also preserve the heart of medicine or the caring aspects, because without a focus on those, they might move backwards." –Industry, USA

- Transition phase of skills and focus
- Outdated regulations
- Provider resistance to change
- Fear of loss of empathy in patient care

...we try to get telemedicine legislation through the federal government, and fail to be able to do cross-state telemedicine. So I don't think we can underpredict the forces that will delay these changes. – Provider, USA

Do you believe technology detracts from provider-patient interaction?

Theme: Change Management

"...I think one of the biggest challenges that we have is to get people to be able to, and willing to accept change. I mean, our ability to be adaptable, flexible, collaborate, all of those skillsets, which maybe don't come inherently sometimes to our workforce."
Provider, USA

- Organizations must overcome reticence to embrace technology
- Adopt workflows that involve data tracking
- Adopt new staffing models that embrace change
- Teamwork and resilience training
- Grounding in evidence-based medicine, technology and SDOH

... our data ... [are] going to be exquisitely helpful to make the less skilled folks that are participating in the care, provide better and high acuity care. And that's going to be particularly noticed to keep people at home and not go to the hospital... "- Industry, USA

FOH

Theme: Integrating Tech-Driven Changes

- Layering of new systems vs new approaches
- The role of the data scientist in health care
- The role of IT departments
- Attracting and retaining best talent in these areas

...data scientists will become very, very critical, and that's something that should be invested in today. It's going to be more and more, not just value based care, but data driven care. -Academic, USA

I met with this incredible student ... and literally he just wanted his first year of his surgery residency ... primarily to set the stage for going into a tech career. ... he's only going to do one year [of surgery] and move on. -Provider, USA

FOH

Will technology strengthen or detract from internal work relationships?

FOH
LEADING THE HEALTH OF TOMORROW

Imperatives for Change

- Embrace change
- Understand and address workforce dissatisfiers vis-à-vis technology
- Ensure vertical commitment
- Establish Leadership
- Shift how you educate the workforce of the future

FOH
LEADING THE HEALTH OF TOMORROW

Top 5 Recommendations for Educating The Workforce of the Future

- Include classes on resilience and teamwork such as being adaptable, flexible and collaborative.
- Include multidisciplinary training that brings nurses, pharmacists, social workers together and train in teamwork
- Train providers in economics, statistics and data-driven decision analysis.
- Expand digital education of technology for all providers to include telemedicine, AI, strengths and weaknesses, and value-based arrangements.
- Implement more evidence-based medicine, didactic and experiential learning, comfort with AI and the art of the virtual visit (telemedicine).

Every medical student ... should take economics and statistics, and be able to evaluate the cords of information that's out there, ... how to critically look at an article and realize that most of those don't apply to the people that we're seeing. So there needs to be more of an enrichment, not just a fact-based medical school that all of us went to when we trained. I think the nurses are actually doing better at their education than we are at medical school." –Industry USA

FOH

Top Challenges

- We are at a transitional stage where workforce is lagging in tech savviness to leverage technology of today
- Current regulations may be outdated with emerging technology
- Innovations can detract from provider-patient interaction
- Technology has created differences between clinicians of different generations
- Provider resistance to change and getting them to accept suggestions via technology tools such as clinical decision support

"So I think technology will be an [en]abler to our faculty and physicians and staff. But the reality is, when you're running an operation inside is, we've thought about our workforce and planned for it, it still is going to stay pretty consistent." –Provider, USA

"The interesting thing is the opportunity that evolves is not really about how your staff, it's what the model that's going forward, and what staff you need to provide that model " –Provider, Canada

FOH

What does this mean?

- Digital transformation and workforce planning are inextricably linked. So too will be the need for strategic planning in both domains to be linked.
- Technology will profoundly change how we work and will demand strategic re-definition of roles and specialties, new models of care delivery, and team-based work across segments of expertise.
- A *guiding coalition* ensuring vertical commitment will provide the support needed to enable the action plans/roadmaps emerging from strategic planning
- Leadership (all levels) need to articulate the vision and rationale for change that integrates digital transformation and workforce development, develops talents, invests in necessary systems, aligns training, hiring and role definition and processes.
- Change management needs to be a continual focus in digital transformation and workforce planning.

FOH