

# Jobs of the Future:

## Workforce Planning for 21<sup>st</sup> Century Care



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# Technology, Innovation, and the Age of Consumerism in Health Care

- Health care has been traditionally slow to adopt new technologies and innovate its service delivery compared to other industries such as retail, hospitality, etc.
- Today's health care customers are now demanding lower costs, convenience, tech-capable, and personalized services
- With an increasingly competitive marketplace, health care providers must now cater to the specific needs of the consumer or risk losing market share
- Kaiser Permanente (KP) is addressing this evolving consumer demand through innovative care delivery methods and new technologies which address cost, access, and customer choice
- **However, in order for care delivery innovation to succeed, we need a workforce in place ready to provide 21<sup>st</sup> century care**

# KP's Evolving Health Care Delivery System

		Care "how you want it"	
		Care Setting	
			Physical Touch
			Virtual & Mobile
Care Anywhere	Home	<ul style="list-style-type: none"> <li>In home nursing team</li> <li>Hospital at home</li> </ul>	<ul style="list-style-type: none"> <li>Telehealth/medicine</li> <li>Remote monitoring</li> <li>kp.org online services</li> <li>HealthSpot</li> <li>Mobile health van</li> </ul>
	Work	<ul style="list-style-type: none"> <li>Onsite clinic</li> </ul>	
	Community	<ul style="list-style-type: none"> <li>Health HUB Medical Office Building</li> <li>Blink clinic</li> <li>Retail</li> <li>Health partners</li> </ul>	
	Traditional	<ul style="list-style-type: none"> <li>Hospital/ER</li> <li>MOB/Clinic</li> </ul>	

KP is innovating care delivery by providing services "anywhere" and "how you want it" resulting in increased access, convenience, and affordability, as well as the quality that members expect from the KP brand.

# From Strategy to Implementation

To better align staffing with care innovation and KP strategic priorities, the committee integrated the following into its mission:

## Vision 2025

- Seeks to understand how the future will unfold & how KP will achieve its mission in that future.
- Focus on what future health care consumers will look like and how KP can position itself to meet the needs of the changing market conditions



## KP's Strategic Plan

- Jobs of the Future Committee guided by emphasis on affordability targets, meeting consumer expectations, care transformation, and One KP
- People Strategy speaks to a workforce which is innovative, engaged, change-ready, and accountable

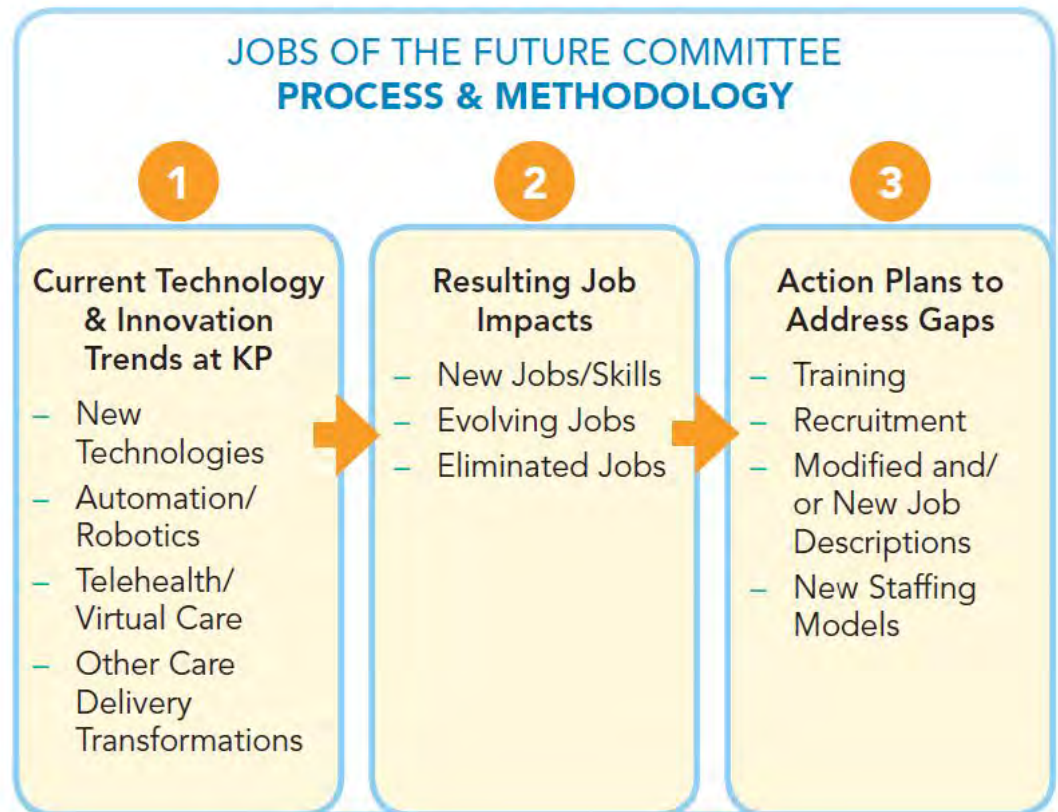
# Reimagining Ambulatory Design (Project RAD)

- SCAL initiative to articulate vision of ambulatory care of the future & to make that vision a reality.
- The underlying premise is a “Life Integrated Vision” where health care is interwoven in everyday life
- Vision designed to shift center of care from KP venues to members’ activities, relationships, and communities
- New system organized around five platforms or frameworks to support range of innovations:
  - MEDKIT
  - BLINK
  - PIVOT
  - HEALTH HUB
  - CULTIVATE
- Jobs of the Future specifically focused on staffing of the Health HUB



# Jobs of the Future Committee: Process & Methodology

- **Committee objective:** to better align staffing and workforce planning with innovation in care delivery
- Four key **workforce areas** targeted:
  - **Patient-Centered Continuum of Care (Nursing and Care Team)**
  - Diagnostic Imaging
  - Laboratory
  - Reception
- **Members** comprised of regional and local operations, labor partners, front-line employees, recruitment, and subject matter experts



# Working in Partnership with Labor Unions: Transparency, Flexibility, and Trust

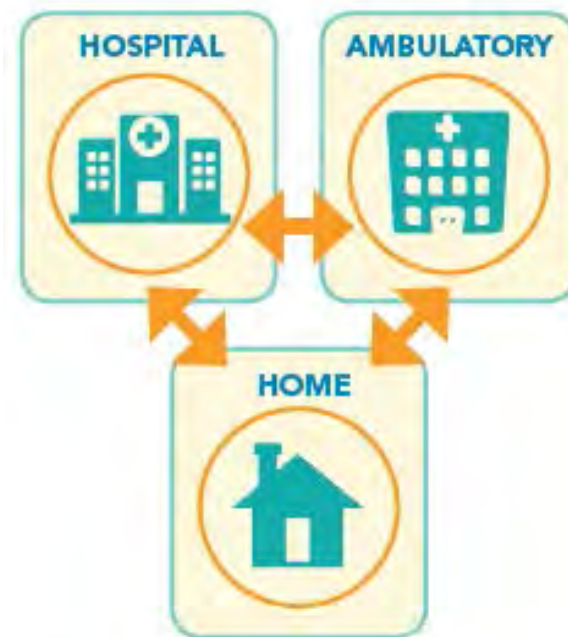


- Jobs of the Future Committee builds on tradition of Labor Management Partnership at KP
- **Labor** seeks transparency from management on innovation initiatives via Committee
- **Management** seeks flexibility from labor on staffing to support innovation via Committee
- All Partnership Unions as well as front-line workers represented on Committee
- Labor-management collaboration on staff planning leads to more effective and timely implementation of initiatives
- Committee not a substitute for bargaining, but makes bargaining more productive, efficient, and collaborative



# Patient-Centered Continuum of Care

- Care delivery system combining inpatient, ambulatory, and home health services into a seamless experience for patients, enabled by coordination, technology, and ventures into new care settings
- Increased coordination will result in more fluid experience for members, ease of navigation, reducing unnecessary admissions, lowering costs, and improving health outcomes
- This integrated approach will require new skills and new roles for the workforce.





# Patient Centered Continuum of Care: Trends

1

Shift of Acuity from Hospital to Ambulatory and the Home



2

Transition of In-Person to Virtual Care



3

Remote Monitoring, Sensors, and Big Data



4

New Patient Care Settings

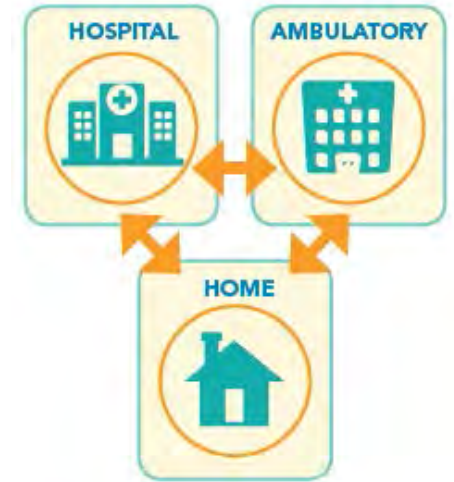


# Continuum of Care Innovation and Technology\*

Short (0-3 years)	Medium (3-5 years)	Long (5-7+ years)
<p><b>SOCIAL MEDIA</b> — increase utilization and creation of social media apps to keep the population informed</p> <p><b>MOBILE</b> — increased use of mobile devices and apps for texting, inputting of biometric measures, mobile charting, etc.</p> <p><b>CLOUD</b> — nursing staff and care team interacting with cloud services: data anytime, anywhere.</p> <p><b>MOBILE/REMOTE DIAGNOSIS</b> — patients can be tested for common ailments (ex. strep throat) and begin treatment sooner. RN needs to assess all incoming test data.</p>	<p><b>SENSORS</b> — increase utilization and creation of social media apps to keep the population informed and healthy.</p> <p><b>EXPANDING REMOTE CARE (Telehealth &amp; Virtual Visits)</b> — RNs could provide home safety checks, coaching, education, medication adherence, etc.</p> <p><b>ANALYTICS</b> — nursing staff taking on analytical role for assessing Big Data collected via KPHC, other devices. Connector-role via virtual triage, self-guided services, etc.</p>	<p><b>EXPANDING CARE ANYWHERE</b> — variety of technologies (sensors, remote monitoring devices, avatars, etc.) growing the ability to provide care anywhere to patients.</p>

# Patient-Centered Continuum of Care

## *Impacts of Trends on Staffing*



### ■ Impacts on Workforce

- Up-skilling of RNs and care teams due to shifting acuity
- Increased coordination along continuum of care
- Evolving skillset of RNs as teacher/educator within virtual environment
- Demand for RNs practicing critical thinking, analytical, triaging within virtual
- Practice at top of scope facilitated by shifts of standardized tasks down through care team, via technology
- Increase in demand for Virtual RNs and care teams as well as entire care team within the home
- Creation of multi-functional, cross trained and team-oriented workforce in smaller, new patient care settings.

# Patient-Centered Continuum of Care

## *Recommendations for Workforce Readiness*

### ■ Training

- Need for training and orientation for RN and care teams to work in higher acuity, new environment (ex. virtual)
- RN training to develop critical thinking, assessment, and triage skills
- Training for advanced and/or specialty RN training
- Development of RN Informatics certifications
- Train along care continuum

### ■ Recruitment

- Need for advanced and/or specialty RNs (ex. WOCN, chemo, etc.)
- Increased hiring of case managers or RN clinical coordinators as well as entire home care team, virtual capacity, etc.

### ■ New or Redesigned Job Descriptions

- Need for RN Care Coordinators for complex care
- Update JDs to address increased use of technology, monitoring devices/apps, and patient education , care coordination
- Include language to address need for knowledge of remote monitoring functions and data interpretation

# Critical Skills of the Future: Foundational Skills for our Future Workforce



Delivering great care requires employees to engage with members requiring an emphasis on skills that improve listening, empathy, and ability to communicate effectively



Access anywhere for members requires technical innovation which will require employees to develop skills to adapt to new technology in the workplace



The future workforce will require more collaboration between team members through understanding sensitivity to diverse perspectives and backgrounds, peer coaching, and team-based interaction



Critical thinking skills to evaluate and implement new business concepts and a proactive mindset will be essential for the workforce of the future

# Examples of New and Evolving Jobs as a Result of Innovation in Care Transformation

1. Target Clinics with Care Provided by Kaiser Permanente
2. Receptionist of the Future
3. Multi-functional Health Care Worker
4. Patient Navigator

# Case Study in Staffing Innovation: Target Clinic with Care Provided by Kaiser Permanente

- In 2014, KP entered into an agreement with Target to pilot five retail clinics in Southern California branded **Target Clinics with Care Provided by Kaiser Permanente**
- Clinic space owned by Target and KP will operate the clinics and deliver care
- Open to KP and Non-KP Members





# KP-Target Partnership: Innovative Staffing for Retail Setting

- Retail clinic requires new approach to staffing and service delivery than typical KP clinic
- Agreements were made with KP unions to staff clinic with Nurse Practitioners (NPs) and Licensed Vocational Nurses (LVNs)
- NPs and LVNs work collaboratively in teams, and at full scope to deliver service at Target Clinics.
- NP and LVN tasks at Target differs from typical KP work in variety of ways such as reception, blood draw, point-of-care testing, etc.



# Example of Evolving Job: Receptionist of the Future

- Evolving patient needs, technology advancements, and innovative care settings are driving reception positions to transform
- Limitations of **current receptionist model**:
  - Stationary check-in
  - Limited technology
  - Lack of connectivity to member benefits, finance, etc.
- **Receptionist of the Future**:
  - Way-finder/Navigation
  - Roving check-in
  - Integration of consumer and reception-friendly technology
  - Expert resource with better connectivity to member benefits, finance, etc.
- In smaller Medical Office Building settings, clinical care team will assist with reception and check-in as part of cross-functional staffing model



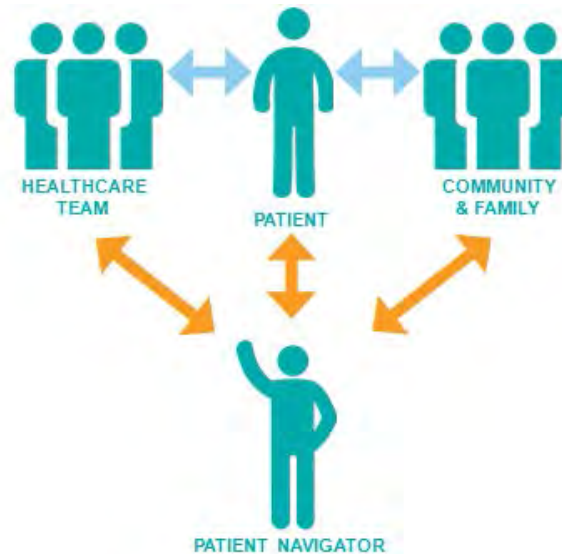
# Example of New Job: Multi-functional Health Care Worker

- Example of new job as result of Project RAD Health HUB MOB concept
- Vision to integrate health care into everyday life
- Characterized by small, flexible spaces, increased technology, enhanced environment using tele-consults, etc.
- Resulting workforce impact calls for **Multi-functional Health Care Worker**
  - Flexible, cross-trained employee performing multiple clinical functions, as well as reception and navigation
  - Duties to include back office, phlebotomy, reception, and imaging procedures
  - Technologically savvy
  - Team-player



# Example of New Job: Patient Navigator

- Increased patient-centered continuum of care coordination will result in need for para-professional and clinical care team members who navigate patients through the continuum
- **Patient Navigators** are characterized by:
  - Help “navigate” through doctor’s offices, clinics, hospitals, insurance and payment systems, patient support organizations, etc.
  - Trained, culturally sensitive health care worker to address non-medical, social needs
  - Designed to ensure patients are supported and satisfied through care system
  - Variations include **community connectors**, CHWs, Promotoras, etc.



# Summary

- Four **key future workforce needs** based on care transformation:
  1. Technologically capable and customer service focused workforce
  2. Capacity to operate along care continuum (virtually and physically)
  3. Multi-skilled, team-based workforce in new smaller, flexible patient settings
  4. Increase of practice at top of scope
- Examples of **key jobs** of the future at KP:
  - **New jobs** – multi-functional health care worker and patient navigator
  - **Evolving jobs** – receptionists of the future and virtual RN/care team
  - **Increased demand of current jobs** include all RNs including specialty nurses, home health RNs and care team, ambulatory care team, care coordinators and case managers, workflow consultants, and staff educators