

# Health System Workforce Initiative Stakeholder Meeting

June 23, 2011

**Daniel Rahn, MD**  
**Chancellor, UAMS**



ARKANSAS CENTER FOR HEALTH IMPROVEMENT

# Charge from the Governor

- **Develop a health care workforce strategic plan to meet the needs of Arkansans.**

**Due January 31, 2012**

- **Why?**
  - **To inform 2013 legislative session**
  - **To accommodate 2014 ACA implementation**
  - **To capitalize on 100% federal match 2014–2017**

# Process and Structure

- **Drs. Rahn and Halverson – leads**
- **ACHI staffed**
- **Work-plan completed**
- **Monthly meeting of core group**
- **Large stakeholder meeting q 2 months**
- **Stakeholder feedback via public comment or website submission**



# Situational Analysis

- **Factors impacting health care system**
- **Supply**
- **Demand**
- **Innovation-based solutions**

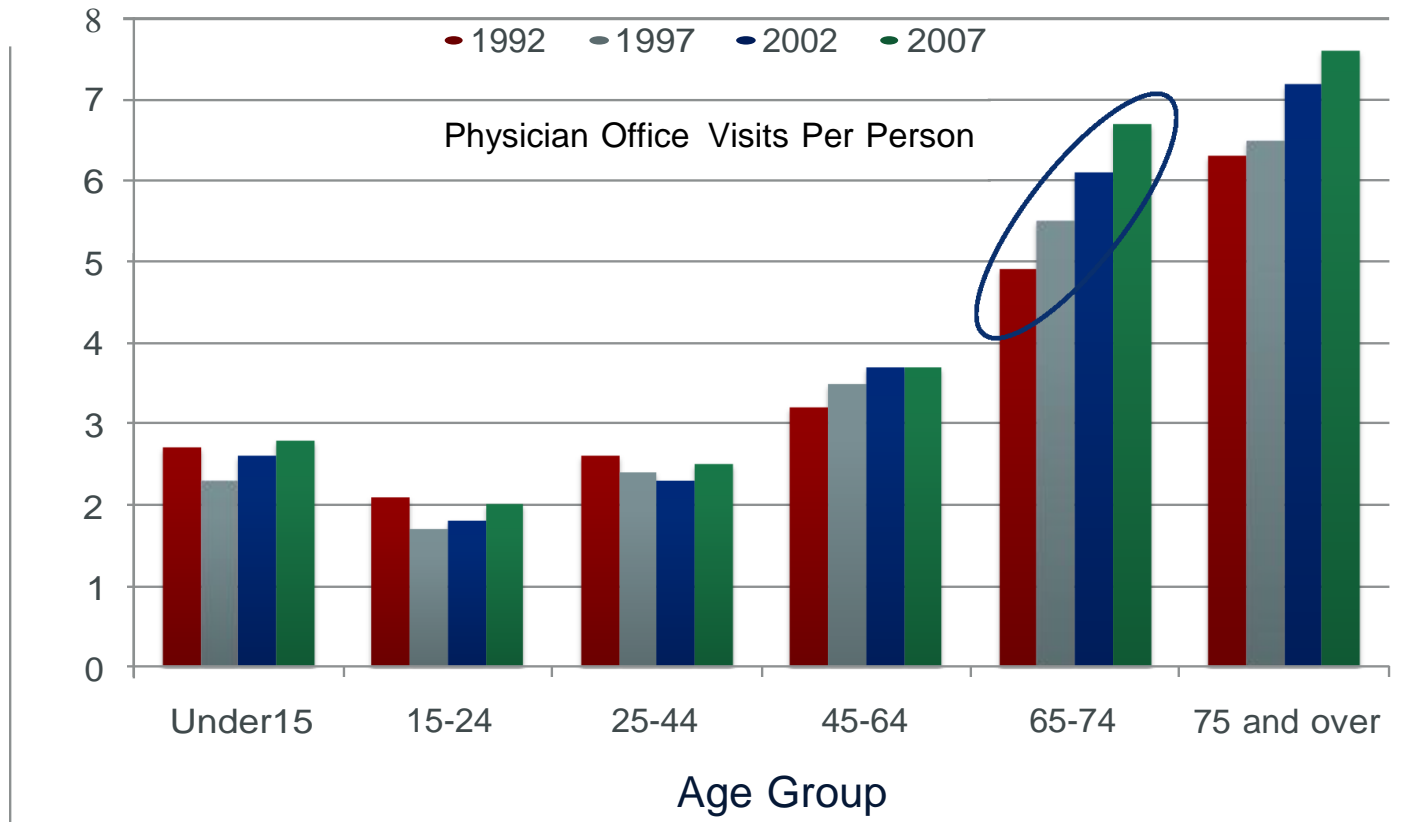
## Issues Impacting Demand (5–10 years)

- **Affordable Care Act will provide coverage to millions**
- **Population growth**
- **Baby boomers begin to reach age 65**
- **Survival rates improving**
- **Decades long increase in obesity impacting health status and use**
- **Need to address disparities in care and outcomes for poor and minorities**

Source: Association of American Medical Colleges



# Office Visits for Over Age 65 Continue to Increase



Sources: NCHS National Ambulatory Medical Care Survey, Annual Summaries 1991-2006, and 2007 NAMCS Public Use Data File.



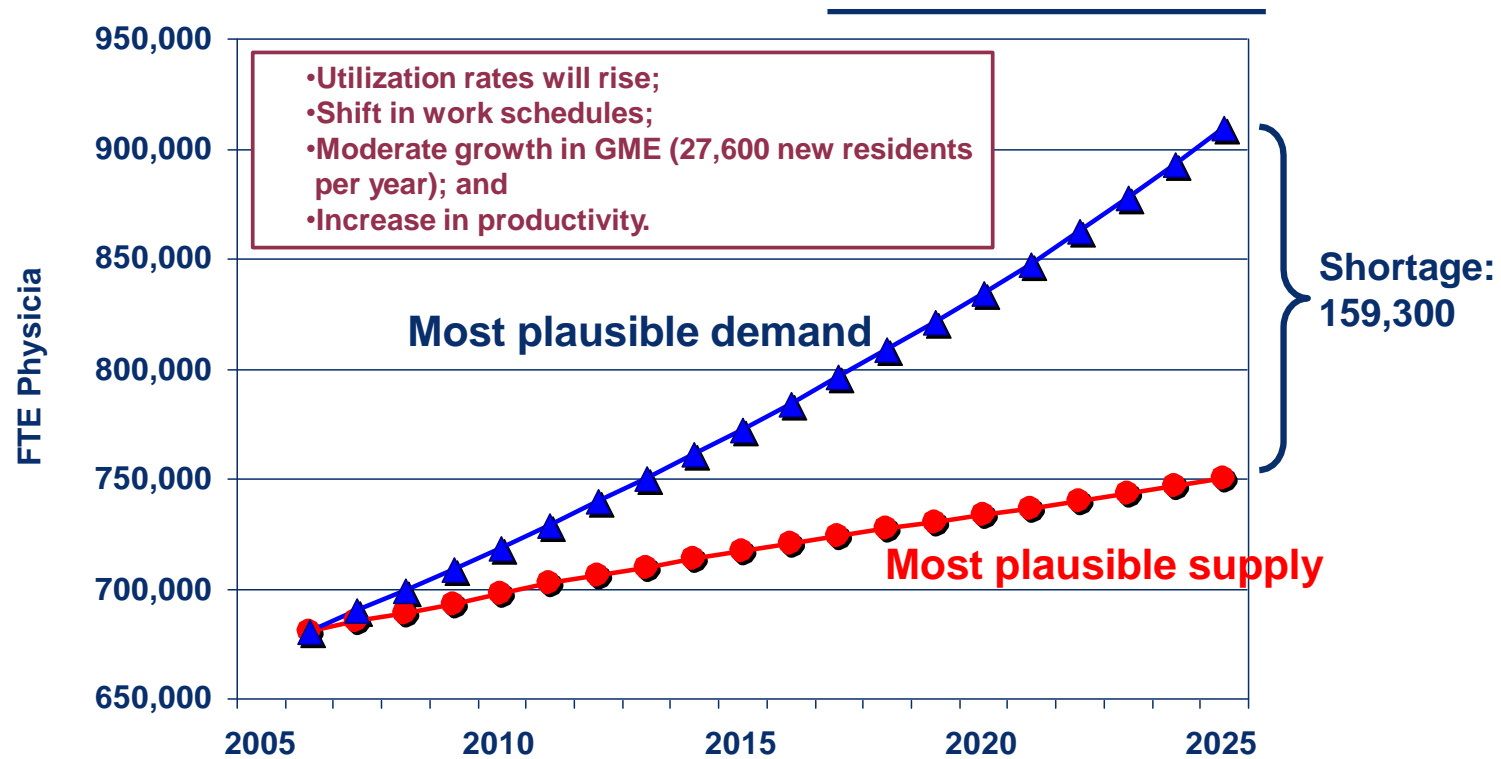
# Supply Issues

- **Large cohort of baby boomer health workforce reaching retirement age / pent up desire for retirement**
- **Workforce gender & generational changes likely to lead to reduced work hours and less desire to practice in rural areas**
- **Long time-frames needed to educate and train new practitioners**
- **System redesign should help but uncertain impact and will take time to implement and assess**
- **Fiscal pressures and political environment likely to limit increases in public funding for education and training**

Source: Association of American Medical Colleges



# Projections of FTE Physicians: Shortages Predicted Before Reform



Source: Michael J. Dill & Edward S. Salsberg. *The Complexities of Physician Supply and Demand : Projections Through 2025* ( AAMC November 2008)



# Impact of Supply and Demand Trends

- **Cost pressures and shortages will encourage innovation and systems redesign**
- **Strong incentive to make better use of existing workforce and to allow health professionals to practice to their full ability**
- **Shifts in technology, practice structure and location**
- **Growing recognition of need for health workforce planning**
- **Source: National Center for Health Workforce Analysis**



# Health Workforce Challenges

- **General shortages, including MD's, DO's, nurses, allied health, information technicians and care managers**
- **Maldistribution of existing workforce**
- **Barriers to health professionals working to their full ability**
- **Increasing need for workforce diversity**
- **Implementing inter-disciplinary education and practice with a focus on care coordination**
- **Planning for an uncertain future**
- **Insufficient health literacy**

Source: Center for Workforce Studies, School of PH, SUNY Albany, May 2011



# Arkansas Charge

- **Looming crisis has just as much to do with lack of innovation as shortage of workers**
- **We need to be bold!**
- **Make sure that our work is transformational in nature!**
- **Have an agenda that is worth advancing!**



# Arkansas Considerations

- **Will there be enough health workers? If not:**
  - What can we do to increase the supply?
  - What can we do to make better use of health professionals?
  - What can we do to get health workers to the highest need areas?
- **What can we do to assure access to efficient, high quality care?**
- **What can we do to slow the growth of health care costs?**



# Need to Re-Examine Professional Models

- **Practice roles and team alignments**
- **Specialist –primary care relationship**
- **Organization of professional governance**
- **Payment for care services**
- **Training and specialization**
- **New skill acquisition**
- **Continuing competence**

Source: Briggance, Bram B; UCSF Center for the Health Professions



# Arkansas Plan:

- **Call to action from Governor Beebe to establish a workforce strategic plan: due January 31, 2012**
- **Establish a transparent process**
- **Form a core workforce team with monthly meetings**
- **Convene stakeholders at regular intervals**



# Our Starting Point for the Plan

- **Workforce analysis –**
  - **supply and demand analysis integrating:**
    - **demographic shifts and trends**
    - **population health status measures**
    - **cultural competency**
- **Initial focus areas – impact on workforce from:**
  - **Payment system improvement**
  - **Care coordination**
  - **Health information technology**
  - **Health literacy**
  - **Processes for advancing evidence-based health care**

# Plan Continued – Future Issues

- **What will the primary care governance structures look like? Medical homes within ACO's?**
- **How will workforce redesign impact rural challenges? Distribution issues?**
- **How do we integrate the social determinants of health into our work?**
- **How the workforce be impacted by changes in demographics (aging population) ?**



# Plan Continued

- **How will information technology be integrated into workforce education and clinical application? Moving from disaggregated to integrated systems?**
- **How does the workforce need to change to adapt to needs for acute treatment and chronic care management and prevention?**
- **How will potential changes in the role of public health practice sites impact the health workforce?**



# We Need YOU!

- **Ask questions**
- **Stay connected**
- **Communicate your ideas – be innovative**
- **Use the website – [www.achi.net](http://www.achi.net)**
- **Contribute resources**

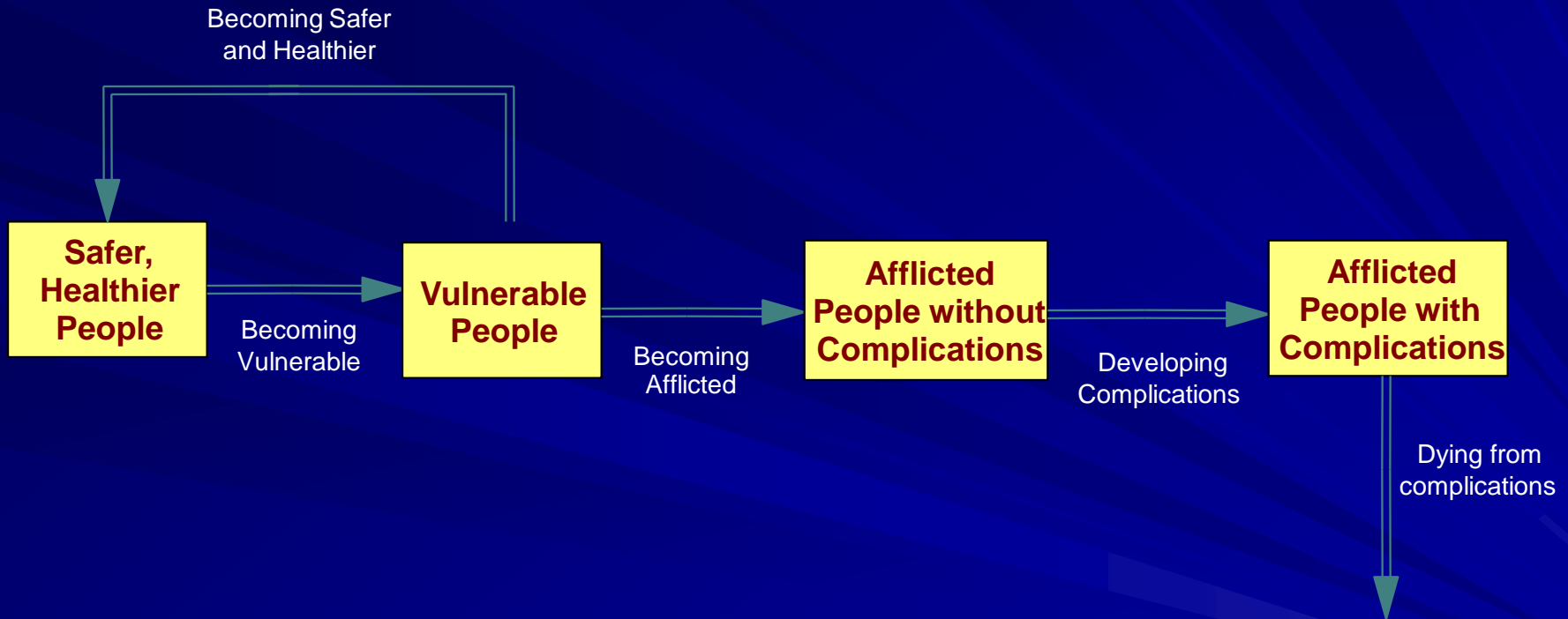
**TOGETHER We CAN do this!**

# Health Protection as a System

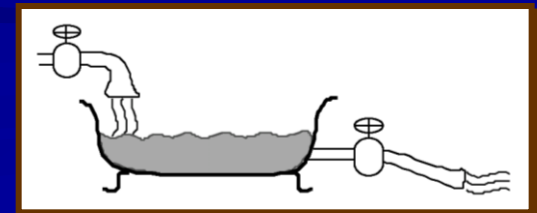
**Paul Halverson, DrPH**  
**Director, ADH**



# Health Protection as a System



From: Milstein B, Homer J. *The dynamics of upstream and downstream: why is so hard for the health system to work upstream, and what can be done about it?* CDC Futures Health Systems Workgroup; Atlanta, GA; 2003.



# Spectrum of Action within the Health System

