



31st Annual Emerging Issues Forum **FutureWork**

Leadership Hackathon: Healthcare

Priorities for Action from Day Two (Feb. 9, 2016) of the FutureWork Forum

Note: Forum participants came together to explore challenges to job creation and workforce development in the “Healthcare” sector, and to identify key action priorities to position our state for future success in this area of the economy. A panel of sector experts opened the session with thoughts on key challenges and priorities for action. Participants then broke into self-selected small groups to explore strategy options. Each group then reported out on the impact each strategy was likely to have, what resources and assets were needed and available, threats to implementation and existing models for success. Each participant then voted for three top priorities among the strategies. This document summarizes key elements of the hackathon.

Sector Context

Tech-based platforms that aim to deliver big data insights to consumers, health professionals, and healthcare administrators are transforming the healthcare landscape, potentially radically altering patient treatment protocols and health promotion program design. As the healthcare sector continues to evolve, current healthcare jobs may be lost as new occupations emerge. Without doubt, new skills will be required to navigate the combined effects of technological advances and a rapidly aging population.

Nearly 80 Forum participants representing business, higher education, non-profits, media, students, and other stakeholders participated in the Healthcare Sector Leadership Hackathon to address one key question, *How do we train enough workers with the skills necessary to meet the future healthcare demand?*

Participants came to the session with differing levels of understanding, experience, and expertise in healthcare. **Sarah Langer Hall**, Health Policy Manager at the Institute for Emerging Issues, first provided a baseline level of information around six driving forces reshaping healthcare. These include a shift from fee-for-service to value-based care; healthcare expansion; changing consumer preferences; the browning and graying of the state; the accelerated pace of technology; and the abundance of health data with the potential to advance personalized medicine and predict care needs.

Next, healthcare experts including **Thomas Aldridge**, Manager of the Health Practice Area at Public Consulting Group; **Susan Jackson**, Vice President of Health Delivery Redesign at Blue Cross and Blue Shield of North Carolina; and **Carol Lewis**, Associate Director of UNC Innovation & Health Care System Transformation at the UNC School of Medicine discussed how healthcare business model changes and the role of technology are reshaping the future healthcare workforce and demanding new skills. Participants added to the discussion, offering considerations such as the shift from a doctor-centric to a patient/consumer-centric model of delivering care.

Critical skills for the future were identified, including an understanding of technology; data analytics and the ability to create meaningful insights from this data; clear and concise communication; the ability to work in teams and foster new collaborations; and creativity and leadership.

In addition to the five strategies introduced during Day One of the Forum, participants generated four new strategies specific to healthcare, for a total of nine. These additional four included increased healthcare technology entrepreneurship, training for team-based care, increased health literacy, and culture shift to a patient-centered model of care delivery.

Of the nine strategies, participants chose to form small groups around seven for further examination, ultimately designating the following three strategies as priorities for North Carolina.

Priorities for Action

1. Enhanced Career-Pathway Initiative

Successful enhanced career pathways for healthcare in North Carolina are seamless, with on- and off-ramps that support all workers and result in more individuals able to access and obtain good healthcare jobs. When it comes to secondary education, students move from grade to grade with curriculum that increases in rigor, developing the skills and competencies necessary to fill current and future jobs. Additionally, new job opportunities will emerge that support this learning.

North Carolina has strong local partnerships with schools, community colleges, and hospitals. We also have partnerships in place with [Workforce Innovation and Opportunity Act](#) funding for pathways and work-based learning opportunities for youth and adults.

2. Healthcare Technology Entrepreneurship

A successful healthcare technology entrepreneurship ecosystem will provide better health outcomes at a lower cost, creating jobs at the same time.

North Carolina numerous assets in place to achieve these outcomes. Some of these assets include the NC Rural Center's [Institute for Rural Entrepreneurship](#), NC Biotechnology Center's [Centers of Innovation](#), Council for Entrepreneurial Development ([CED](#)), many college business schools, Small Business Technology Development Centers ([SBTDC](#)), [Small Business Administration](#), NC State University's [Centennial Campus](#), and numerous entrepreneurship incubators and accelerators located across the state.

3. Project-based Learning

Successful project-based learning programs start as early as possible. These programs provide students with the opportunity to shadow or intern with healthcare professionals and to connect with student peers to share ideas and think critically about their experiences. Such learning is effective, scalable, transferable, and customizable, with an ultimate outcome of job placement in a health career.

The strongest asset we have in NC is demand due to population growth. Area Health Education Centers ([AHECs](#)) can also support this work, as can numerous boards and healthcare networks.

Final note: While not specifically a job growth strategy, participants additionally and overwhelmingly prioritized the need to increase health literacy among North Carolinians, given health literacy's increasing connection to positive health outcomes and efficient management of health insurance and payment options.