

HIMSS and AHIMA:
Trends in HIE Organizational Staffing

CMS eHealth Forum
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Introductions

- **Scott MacLean**
 - Chair, HIMSS Board of Directors
 - Deputy CIO, Director of IS Operations, Partners HealthCare
- **Meryl Bloomrosen, MBA, RHIA, FAHIMA**
 - Vice President - Thought Leadership, Practice Excellence & Public Policy at AHIMA
- **Charlie Rogers**
 - CEO, Core Health Technologies, Inc.
 - HIMSS HIE Committee Member
- **Cynthia Hilterbrand, MBA, RHIA**
 - Yeaman and Associates
 - HIE Coordinator for the Greater Oklahoma City Hospital Council (GOCHC)

Background

- Deployment and effective utilization of IT is complex, hard work, and requires skilled staff.
- ONC launched the Health IT Workforce Development Program
 - Focused on building skilled IT workforce
- Skilled IT staff critical for the overall success of HIE organizations, both public and private.

Environmental Scan

- Many federal, state, local and private initiatives are underway to foster and enable interoperable electronic health information exchange
 - Most facilitated through Health Information Exchange Organizations or Networks (HIO)
- Significant focus is placed on the governance, business models, policies, standards and technical infrastructure required for long-term sustainability;
 - *However, little attention is focused on the staffing of HIOs*

Opportunity Identified

In 2011, HIMSS and AHIMA formed a collaborative workgroup to analyze job opportunities and skill sets required in the HIO setting.

- **Why:**
 - Lack of significant industry studies and information specific to setting
- **Goal:**
 - Identify current environment staffing models, emerging staffing models and required skill sets to support these organizations.
- **Desired Results:**
 - Serve those seeking employment with data exchange activities or HIOs.
 - Support HIOs in recruitment and retention of qualified staff and skill set.

Study Objectives

Goals & Objectives of Workgroup:

- Review available HIO job opportunities,
- Inventory required education and skills against health information management (HIM) and health information technology (HIT) education and expertise,
- Identify HIE-focused job roles that would benefit from HIM- and HIT-focused training, and
- Identify additional education and training opportunities that would prepare HIM and HIT professionals for positions in the HIO setting.

HIO Study Participants

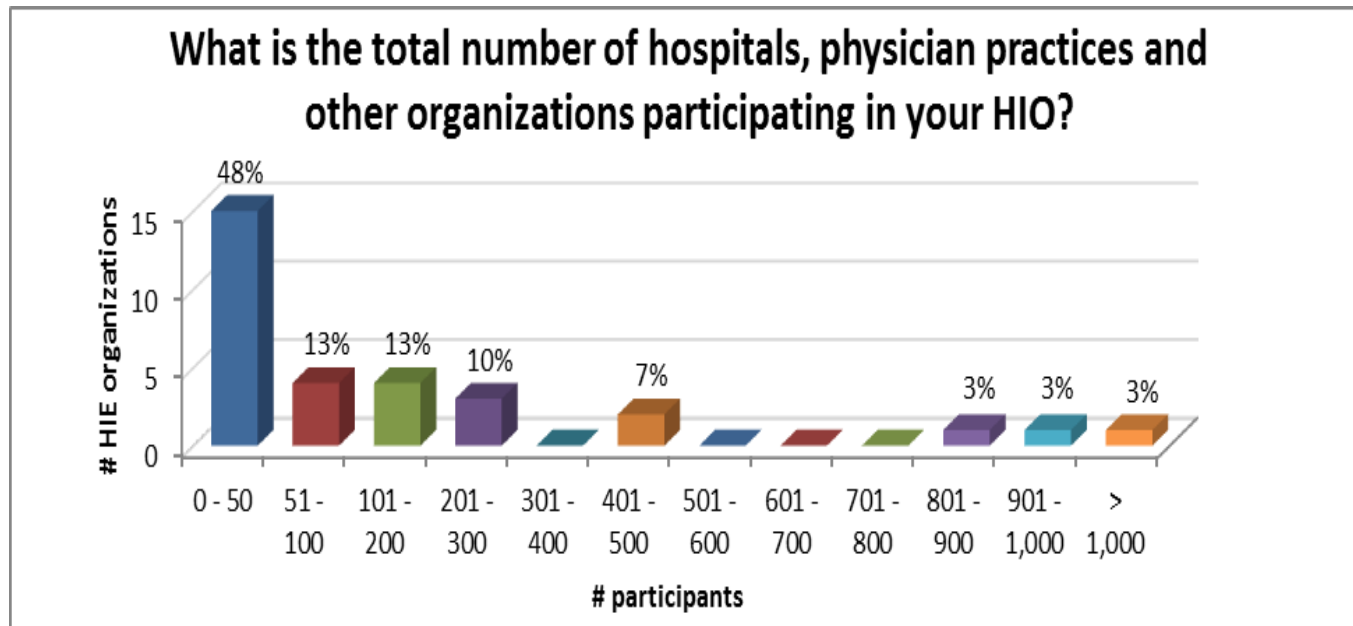
- 35 HIOs participated in survey
 - Represents 14% out of 255 HIOs (both public and private) based on 2011 eHI Annual HIE Survey
- Survey included organizations in operation since 1994
- More than half self-identified as the State Level HIE or SDEs*
- Majority reported not-for-profit governance structures
- Majority of HIOs employed 10 or fewer employees
- Representation from each of the 10 regions used by CMS*
- 28 HIO were operational at the time the survey
- 27 HIE reported a date of first data exchange which ensured they were actively exchanging data

*state-designated entities (SDE)

*Centers for Medicare and Medicaid Services (CMS).

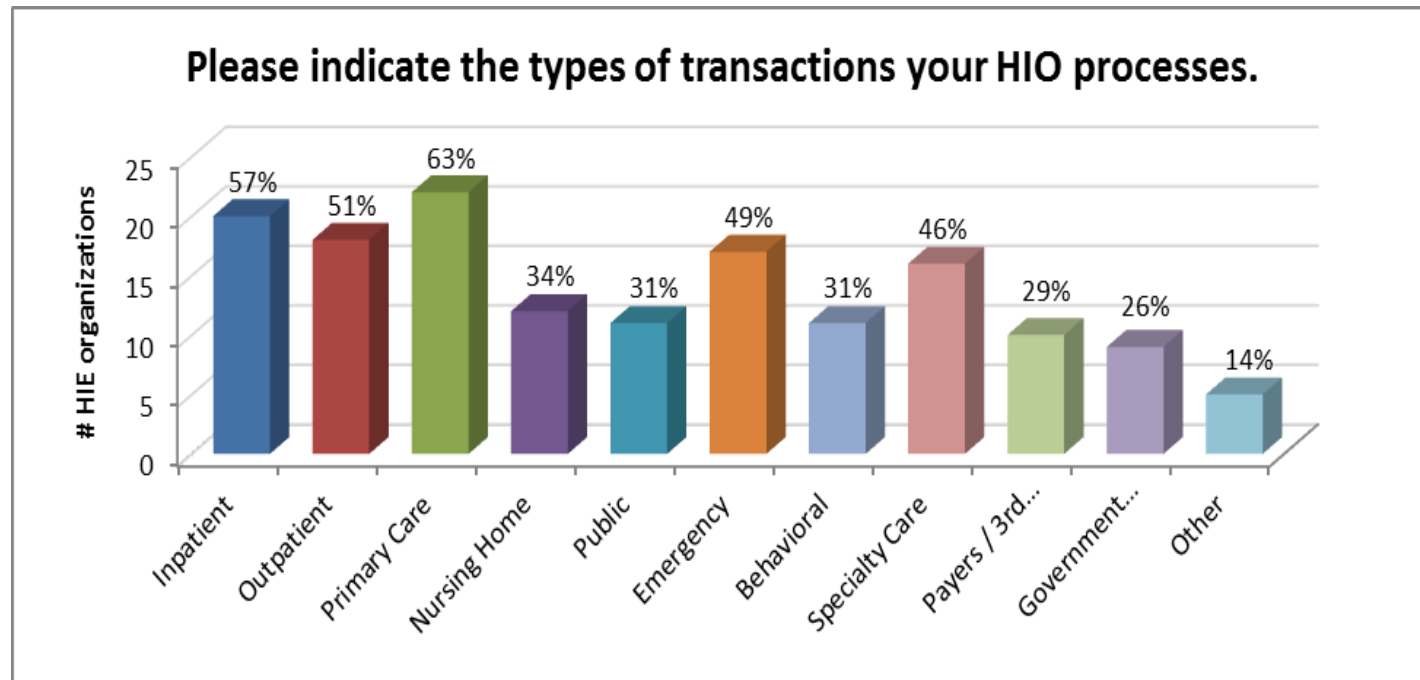
HIO Study Participants

Scope of participation in the HIOs



HIO Study Participants

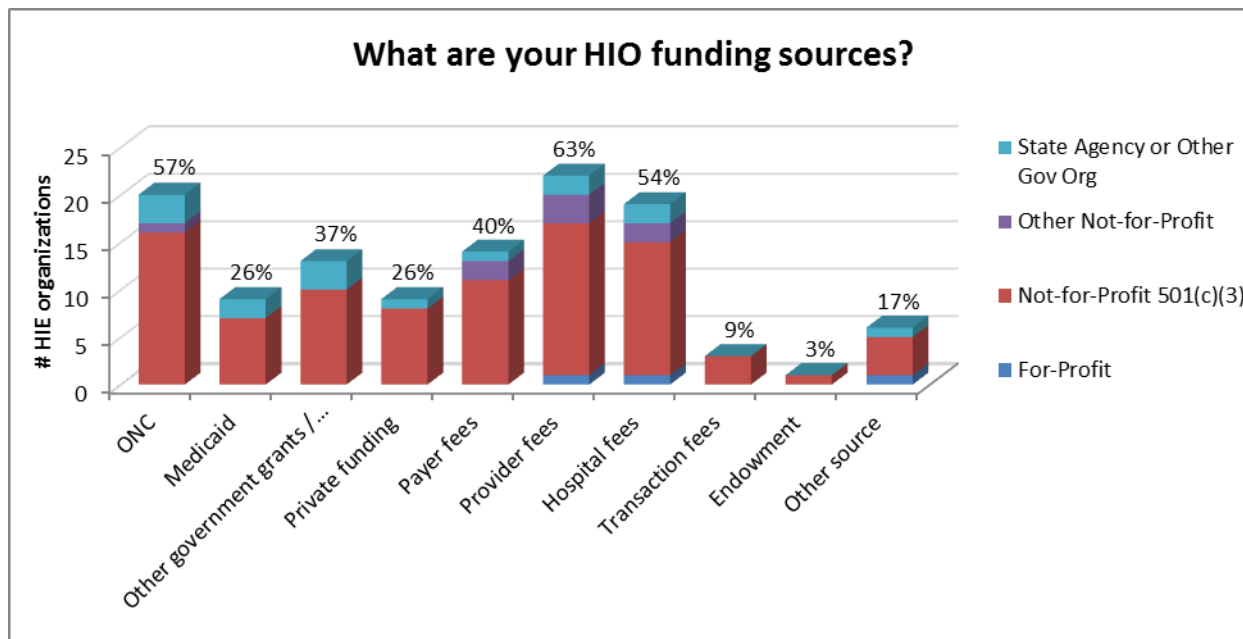
Range of data transactions represented across the participating HIOs



HIO Study Participants

Sustainability

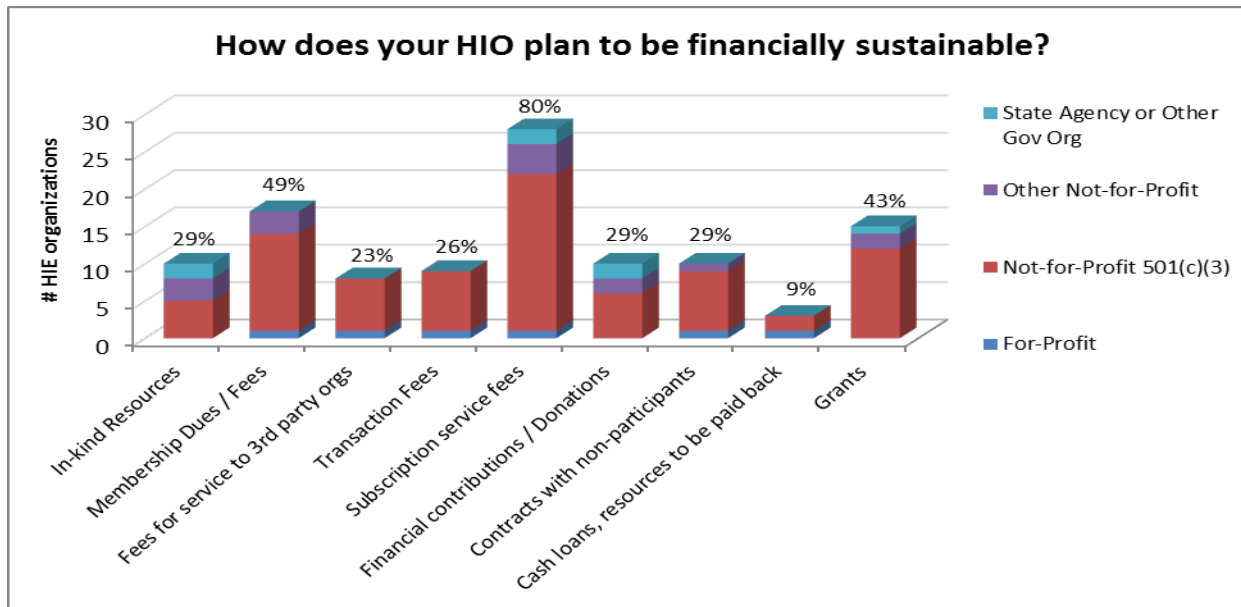
- Participants indicated a variety of funding methods ranging from a combination of grants, membership dues/fees and subscription services



HIO Study Participants

Sustainability

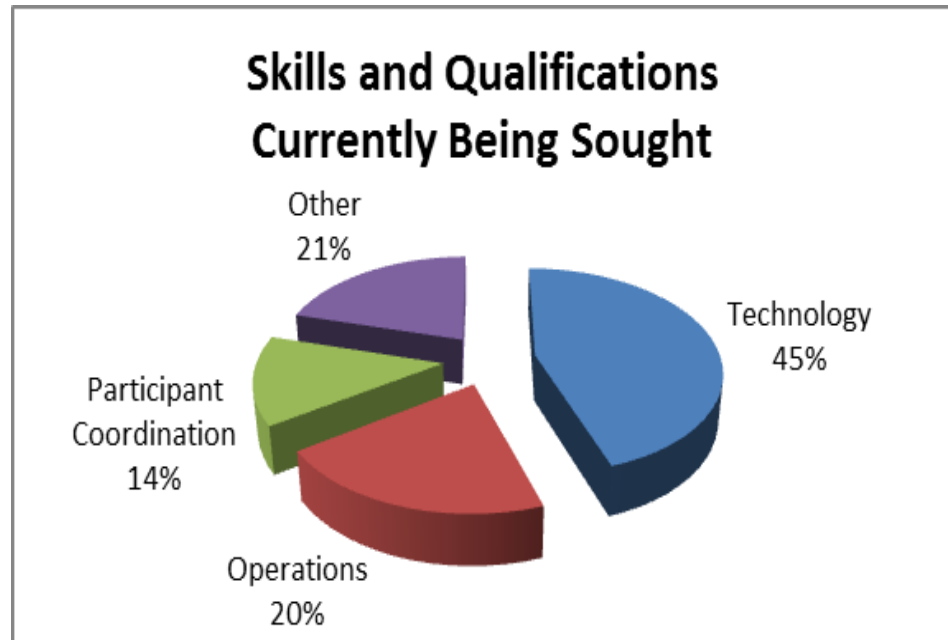
- Future sustainability approaches included development of additional service offerings, such as lab and radiology solutions
- Service offerings directly impact required skills and expertise of staff



Study Results

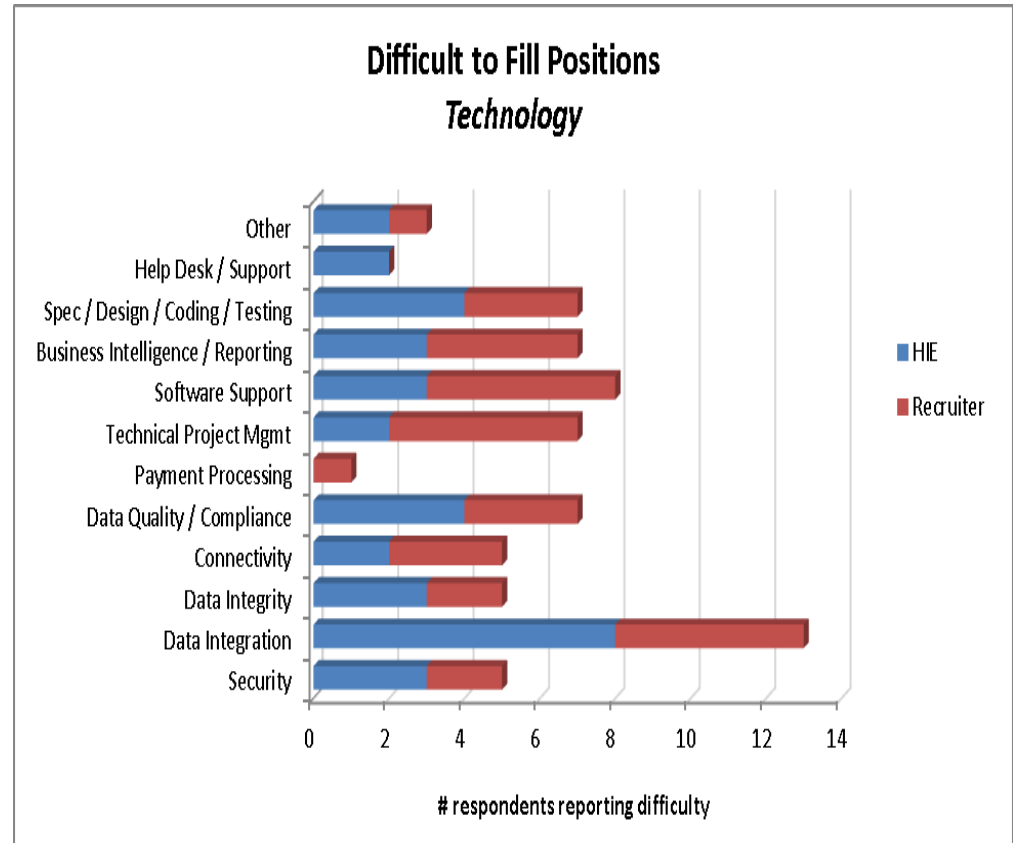
Most Needed Skills in HIOs

Technology

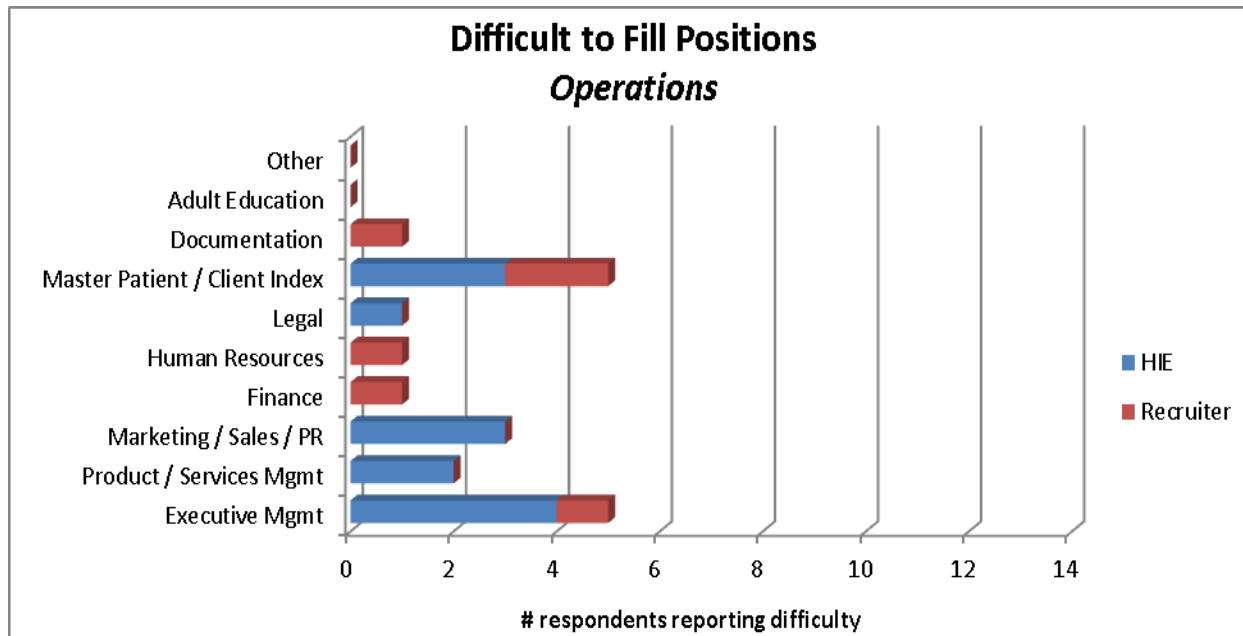


Top *Technology* Staffing Challenges

- **Data Integration**
- **Software Support**



Top *Operations* Staffing Challenges



- **Master Patient Index Functions**
- **Executive Management**

Staffing Challenges

Most common staffing challenge across all jobs

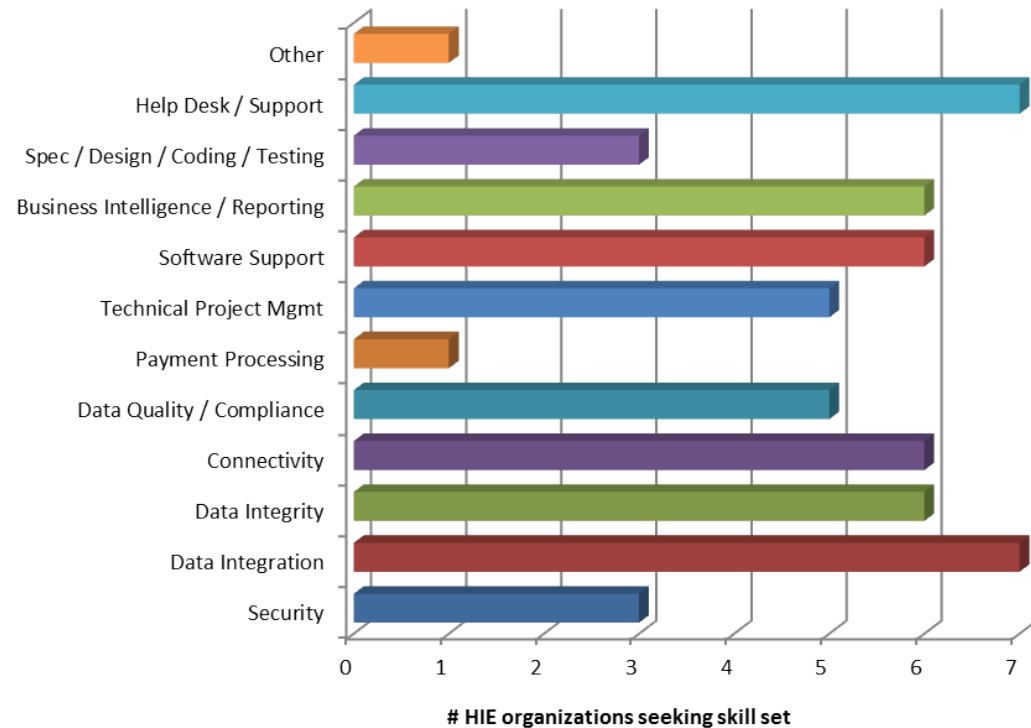
- Lack of available candidates

Preferred candidate source

- Referrals from colleagues and peers preferred over any other recruitment methods

Top *Technical* Jobs In Demand

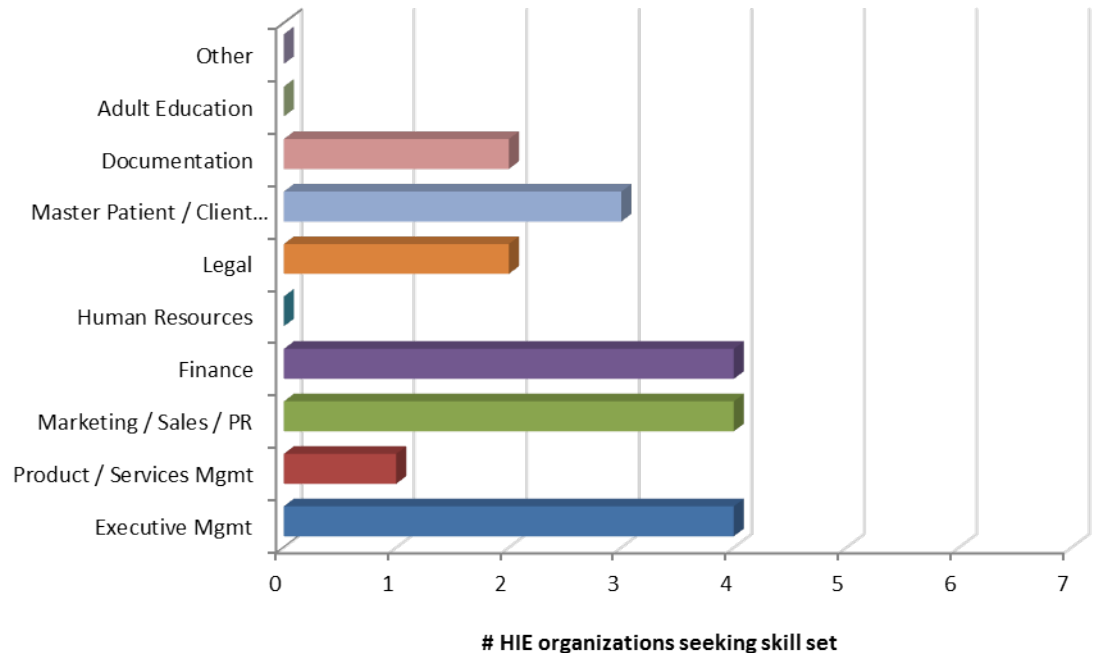
Skills and Qualifications Currently Being Sought
Technology



- Data Integration
- Help Desk and Support

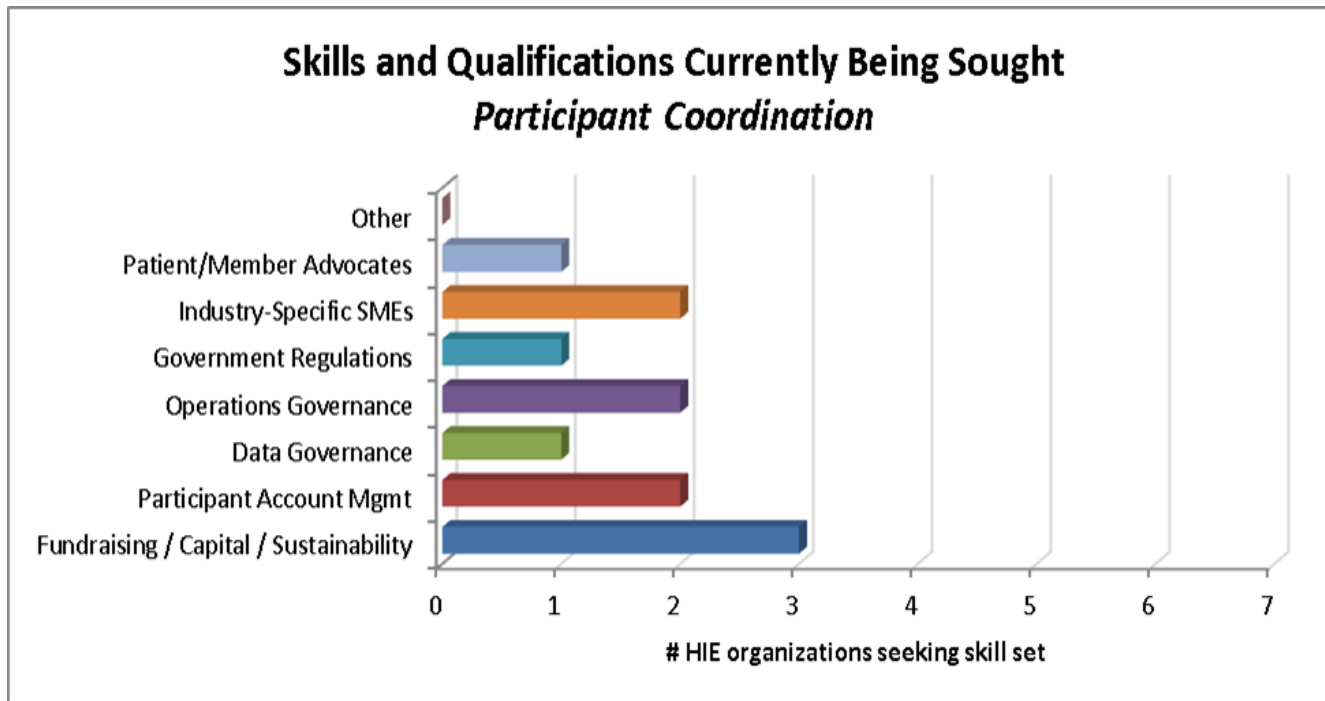
Top *Operational* Jobs In Demand

Skills and Qualifications Currently Being Sought
Operations



- Executive Management
- Finance
- Marketing

Top *Participant Coordination* Jobs In Demand



Fund Raising / Capital / Sustainability

HIO Recommendations

What HIOs can learn from this study?

- Outreach to trusted peers and colleagues when filling key positions. *Develop your network!*
- Connect with professional organizations, industry groups and local organizations to reach the largest possible pool of relevant candidates
- Plan ahead in filling key positions and consider creative staffing options
- Engage in social media (Twitter, Linked In, Facebook)

Professional Recommendations

What HIM and HIT professionals can learn from this study?

- Research, Research, Research!
 - Know the HIO industry
 - Develop an industry contact network
 - [HIMSS HIE Toolkits; HIMSS State HIT Dashboard](#)
 - [AHIMA Body of Knowledge; AHIMA Ensuring Integrity in the HIE](#)
- Join non profit organizations like AHIMA & HIMSS
- Network with specific practice communities
 - [HIMSS HIE Community of Practice; HIMSS Emerging Professionals Community](#)
 - [AHIMA Engage On-line Communities](#)

Professional Recommendations

What HIM and HIT professionals can learn from this study?

- Seek out career planning tools
 - [AHIMA Health Information Career Map](#)
 - [HIMSS Emerging Professionals Community](#)
- Seek HIT industry certifications and certificate programs
 - [HIMSS Certified Professional in Healthcare Management \(CPHIMS\)](#) or [Certified Associate in Healthcare Information & Management Systems \(CAHIMS\)](#)
 - [AHIMA Commission on Certification for Health Informatics and Information Management \(CCHIIM\)](#)

Future Study Recommendations

- The evolutionary path of HIOs and staffing needs
- Staffing/service differences between for-profit and non-profit HIOs
- Differences between regional, state, interstate, and national HIOs
- Staffing/skill differences between traditional and emerging HIOs

Questions?



The **HIMSS Health Information Exchange (HIE) Toolkits** offer the latest insights and a solid body of dynamic information on health information exchange, including timely information around some of the most important national and state level initiatives.

The **HIE Toolkit** equips HIE organizations and providers to meet the challenging demands of successful deployment and management of these organizations.

Private practitioners, physician groups and independent ambulatory practices or clinics will find the **Ambulatory HIE Toolkit** helpful for understanding, evaluating and participating in HIE organizations.

The **Enterprise HIE Toolkit** offers tools and resources for hospitals and Integrated Delivery Systems providers for evaluation of and participation in an HIE organization.



The ***HIE Professional Community*** serves as the central convening point for healthcare, health IT and HIE professionals to share ideas, make connections, learn best practices and leverage opportunities around health information exchange!

Get Involved!

- Participate on HIE Task Forces and Workgroups
- Contribute to national public comment responses
- Become a HIMSS Chapter HIE Liaison

Connect!

- Engage with other HIE and healthcare professionals
- Stay on top of HIE industry news and announcements
- Build your contact list into a true professional network

Learn!

- Access the latest HIE tools and resources
- Attend quarterly HIE Community Roundtable events
- Discover new opportunities to grow your career

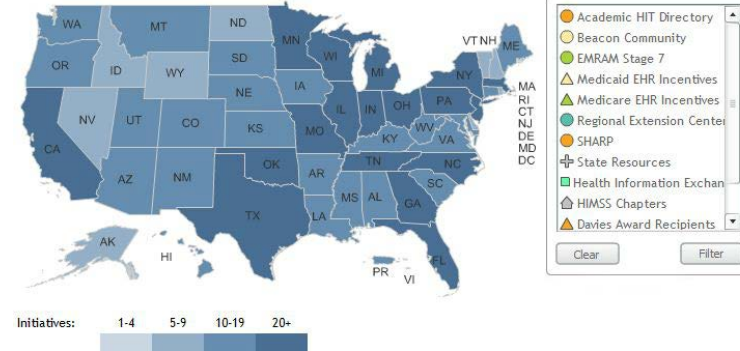
Join over 4,500 HIMSS Members in this collaborative virtual community!

HIMSS State HIT Dashboard

transforming healthcare through IT™



The **HIMSS State HIT Dashboard** provides a color-coded, easy-to-read snapshot of major health information technology initiatives across the country. This free HIMSS interactive tool is one of the most comprehensive public resources available on United States HIT initiatives!



Academic Healthcare IT Programs	Ambulatory EMRAM Awardees	Regional Extension Centers (REC)	Department of Commerce Locations & Services
Accountable Care Organizations (ACO)	CMS Medicaid & Medicare EHR Incentive Programs	Health Information Exchanges (HIE)	HIMSS Chapters
SHARP Program Recipients	eHealth Exchange Coverage	HIMSS Analytics EMRAM Stage 7 Awardees	State Resources
State-by-State Healthcare IT Legislation Tracking	Beacon Communities	IHE Profiles	Davies Award Recipients

<http://apps.himss.org/StateDashboard//>

AHIMA's Expertise

Established
in 1928

Over 71,000
Members

50 State
Component
Associations

National
offices in
Chicago and
D.C.



AHIMA
American Health Information
Management Association®

Health Information Resources

Learn. Connect. Grow. Learn how AHIMA and its members have developed and implemented best practices and standards in health data and information management as part of a growing effort toward organization-wide information governance.

BoK	AHIMA's Body of Knowledge provides the latest research and tools surrounding health information management
Tool Kits	Information Integrity, Release of Information, Amendments in the EHR, Copy Functionality and Health Data Analysis
HIE Practice Council	22 member council identifying and advising on HIE related topics. White Paper: Ensuring Data Integrity in HIE
Engage	Active Communities to connect and interact with other Health Professionals
Education	Delivery of education, training, current topics and best practices through courses, webinars, labs, summits and conferences
Credentialing & CE	Nine internationally recognized credentials including advanced data analysis, privacy and security, and clinical documentation improvement
Advocacy	Proactive advocacy agenda for HIE's, EHR and Interoperability, Patient Identity Matching, Privacy and Security, Workforce and Consumer empowerment
Career Map	Interactive map providing pathways for health information careers



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participate
member
volunteer
find ideas
content
professionals
online

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knowledge
collaborate
leader
mentor
mentee
experts

directory
connect
expand
grow
AHIMA
benefits



AHIMA's Engage Online Communities is a place for HIM professionals to find content, share resources, participate in discussions, and expand their network!

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