

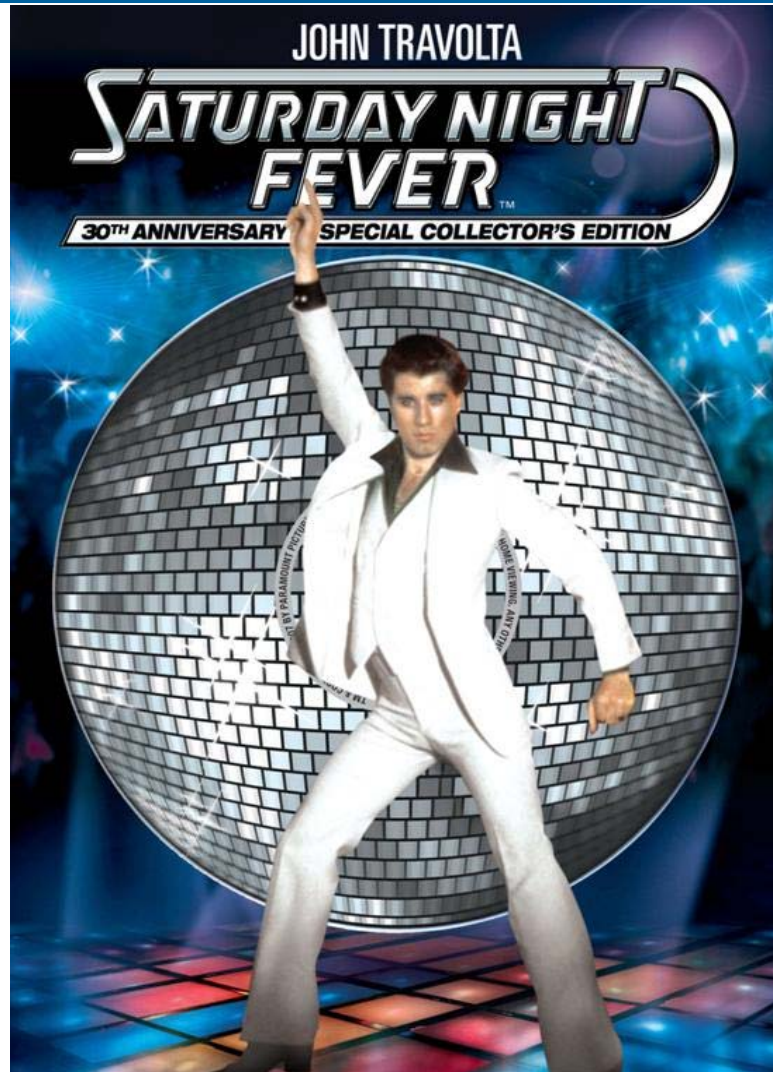
# Health Information Workforce Strategic Framework:

Supporting a high quality, sustainable health information workforce for all Victoria

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June 2011

Where are we?



## Previous Workforce Studies

- 2008 survey of Health Information Managers (HIMs) and Clinical Coders (CCs).
- 2009 follow up surveys and studies:
  - o General shortage of skilled workforce impacting on clinical coding roles
  - o Several recommendations made regarding supporting training, sponsoring students etc
  - o Need to take definitive action.

# Previous Workforce Studies

## 2010 AIHW survey:

- HIMs in demand for non-clinical coding work
- National health reform and Activity Based Funding (ABF) implementation will increase demand for skilled HIMs and CCs
- Addressing issues will need innovative:
  - o employment strategies
  - o retention strategies
  - o education strategies.
- Strategic workforce principles
  - o increase workforce numbers and hours worked
  - o retain the existing workforce
  - o increase output of the existing workforce.

# National Health Reform

Council of Australian Governments agreements:

- November 2008 – National Partnership Agreement on Hospital and Health Workforce Reform
- April 2010 – National Health and Hospitals Network Agreement.
- February 2011 – new Heads of Agreement signed on National Health Reform.

The Victorian Government has committed to improve the efficiency and capacity in public hospitals, and the development of a nationally consistent approach to ABF.

A key enabler to this will be the role played by the coding, costing and auditing workforce in hospitals.

# Victoria's Commitment

Victoria has undertaken to develop a health information workforce strategy to address current shortages and mitigate future national reform impacts, including:

- maintaining existing health information services
- implementing ABF national reforms
- meeting increasing requirements for high quality data collections
- managing competition from other related industries for the labour pool.

# Health Information Services Workforce - Roles

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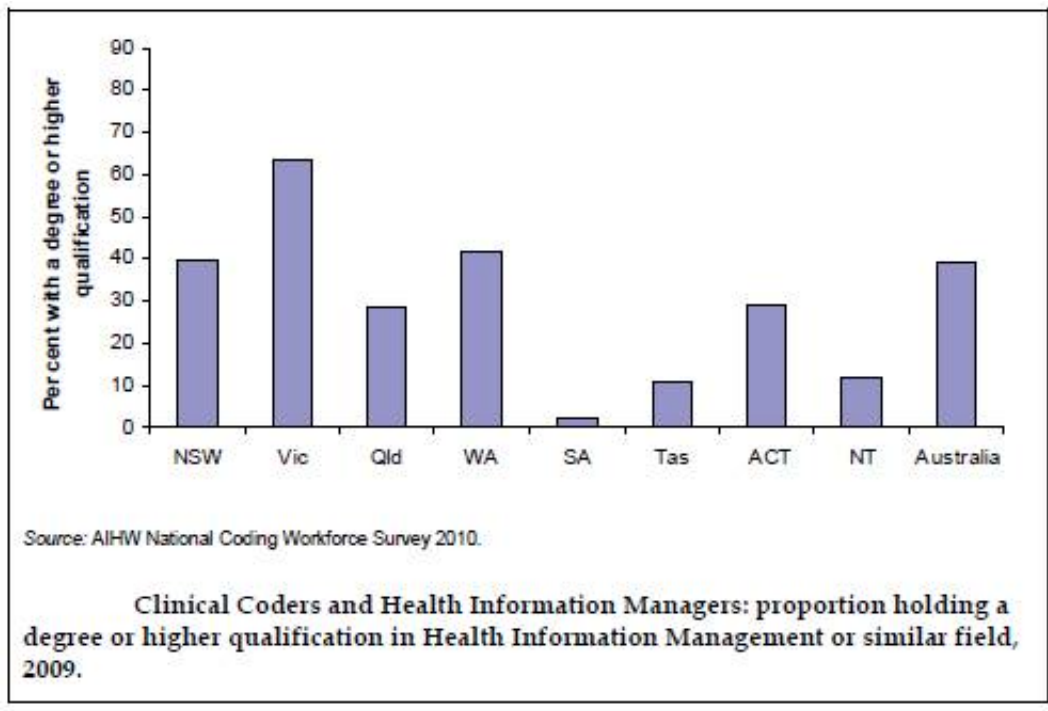
**Table 1: Health Information Workforce**

<b>Work Type</b>	<b>Health Information Workforce Member</b>	<b>Qualifications</b>	<b>Professional Roles</b>
<b>Health Information Services</b>	Health Information Manager	Undergraduate or Post-Graduate Degree	Design & maintain classification, coding & health information systems Manage health information services, including statutory extracts Coding patient records
	Clinical Coder	Certificate III/IV	Manage health information services, including statutory extracts Coding patient records

In Victoria, the health information workforce is responsible for managing the coded information that supports the \$7.3 billion of funding provided annually to public health services.

# Key Findings: Current Health Information Services Workforce Characteristics (HIMs & CCs)

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Nationally, the workforce is a female dominated profession (93% female) and 50% work part time.

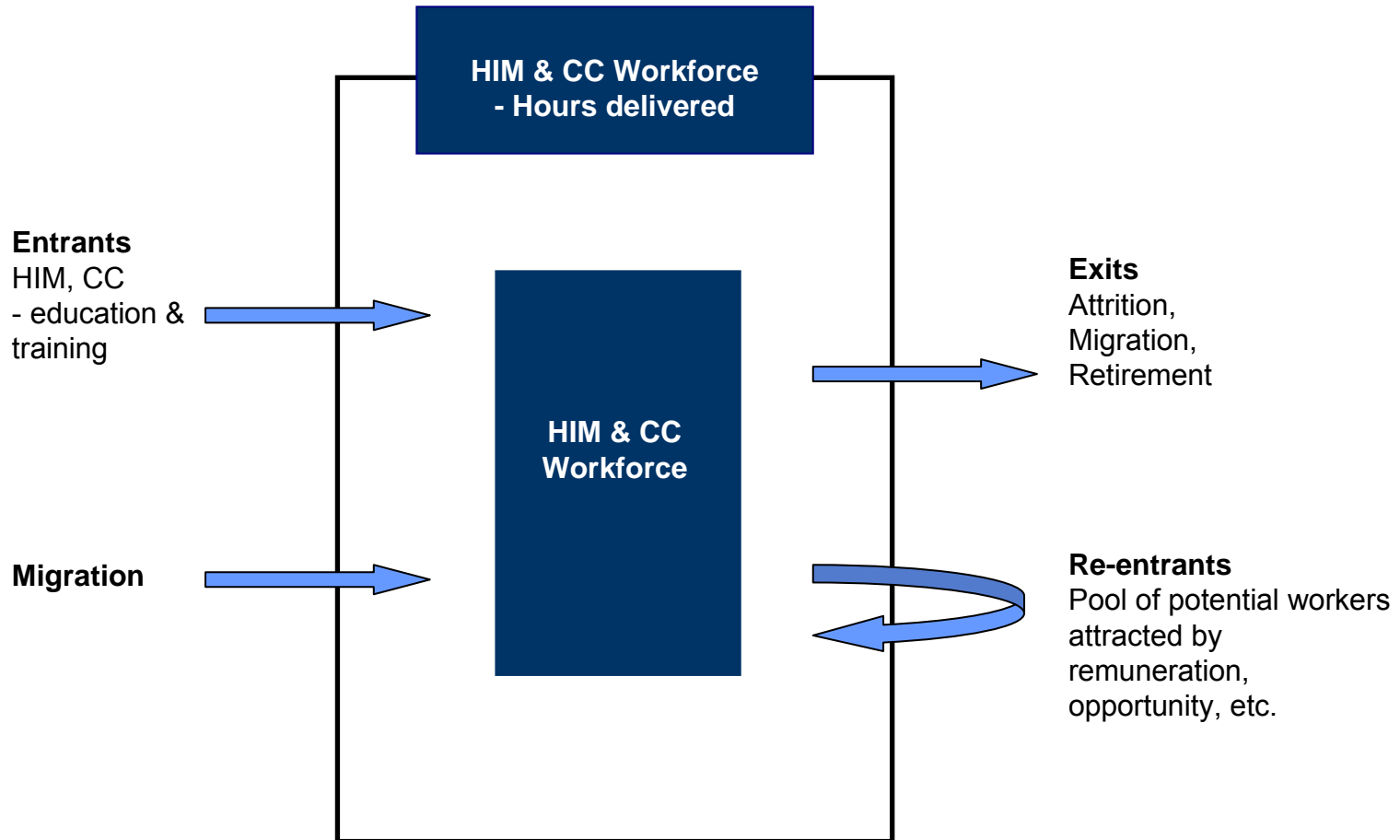
In Victoria, the workforce are more likely to be HIMs than CCs.

The AIHW report notes that in Victoria the implementation of casemix funding has resulted in an increased scope of practice for the workforce including:

- Auditing
- Clinical partnerships
- Casemix education
- Coder education
- Quality activities.

Australian Institute of Health and Welfare, 2010.  
The coding workforce shortfall. Cat. no. HWL 46.  
Canberra: AIHW

# Health Information Workforce Stocks & Flows



# Health Information Workforce Working Group

To support the development of the workforce strategy a Health Information Workforce Working Group (HIWWG) has been established.

HIWWG includes representation from:

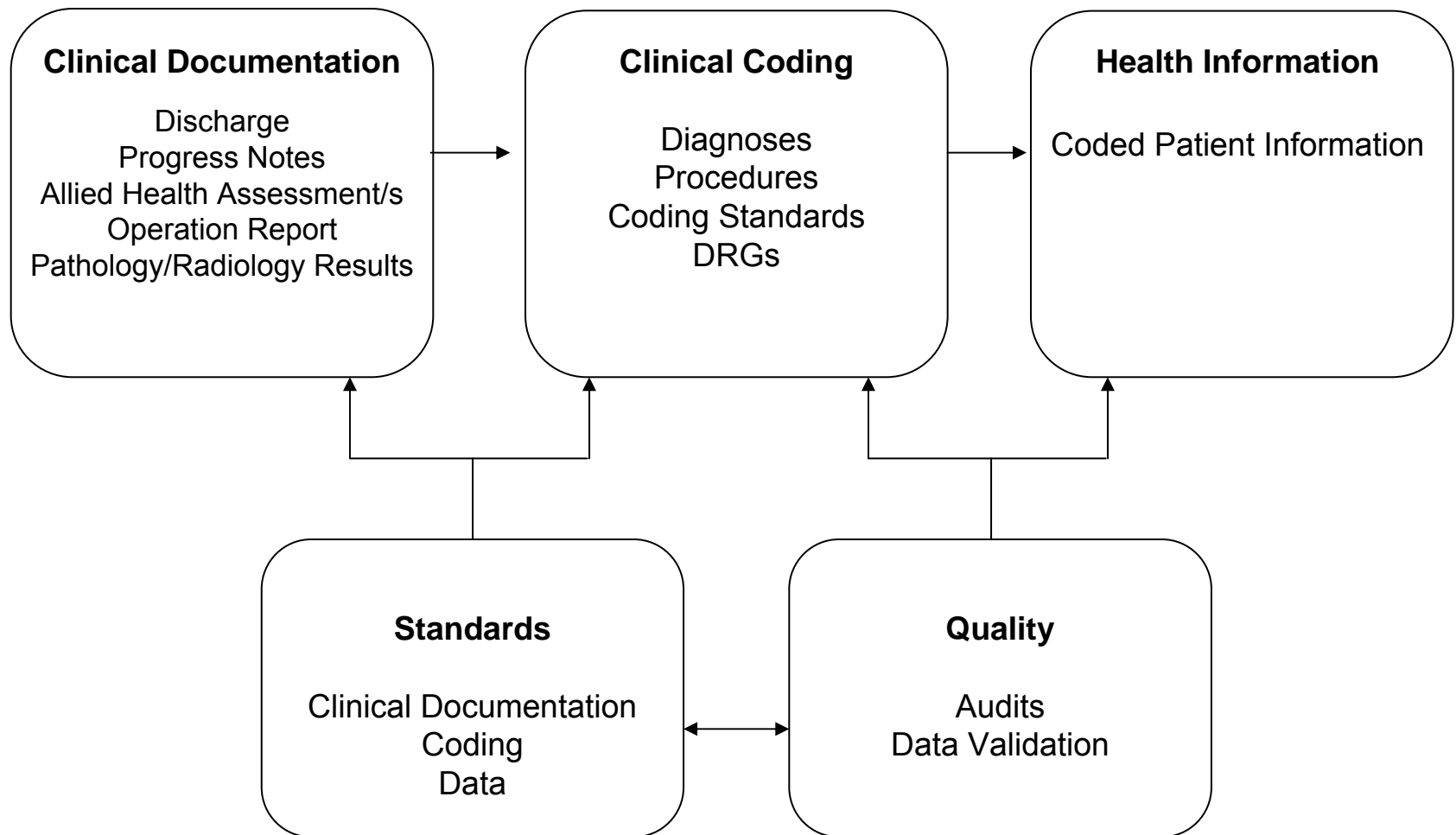
- Department of Health (Funding & Information Policy, Workforce Leadership & Development)
- Public and private hospitals (metro and non-metro)
- Skills Victoria (Department of Education and Early Childhood Development).

# Health Information Workforce Working Group

The focus of this group was to:

- describe the health information workforce current state and future requirements
- outline the strategic framework for the future health information workforce
- recommend actions to support and enable the health information workforce to meet the challenges arising from these drivers of change.

# Health Information Classification Process



- Difficulties in attracting and retaining qualified and experienced staff.
- Coders can take 12-18 months to meet the level of independent coding required – investment that can be lost if coders move to other positions.
- Clinical coding is one of several career options for HIMs – often seeking management/ leadership/ higher profile roles.
- Roles for senior rural HIMs are usually long term positions – there are not many opportunities to “move up the ladder” in rural hospitals.
- Long-term coding staff nearing retirement – need effective succession planning.

The AIHW report includes projections on national workforce inflows and covers a five year timeframe:

Inflow numbers likely to be required are new HIMs (300) and CCs (1,492), giving a total of 1,792, using the low end of the projection range (the high end is a total of 3,101).

Australian Institute of Health & Welfare 2010, The Coding Workforce Shortfall. Cat. No. HWL 46. Canberra, AIHW.

# Key Findings – Workforce Challenges

HIWWG have found the key challenges facing the workforce are:

- maintaining the existing health information services;
- implementation of ABF
- increased requirement for high quality data collection and reporting
- supply pressure due to the challenges of interstate competition, attraction, retention, education and training
- large numbers required to support major health information projects
- innovative employment, retention, education and investment strategies are required.

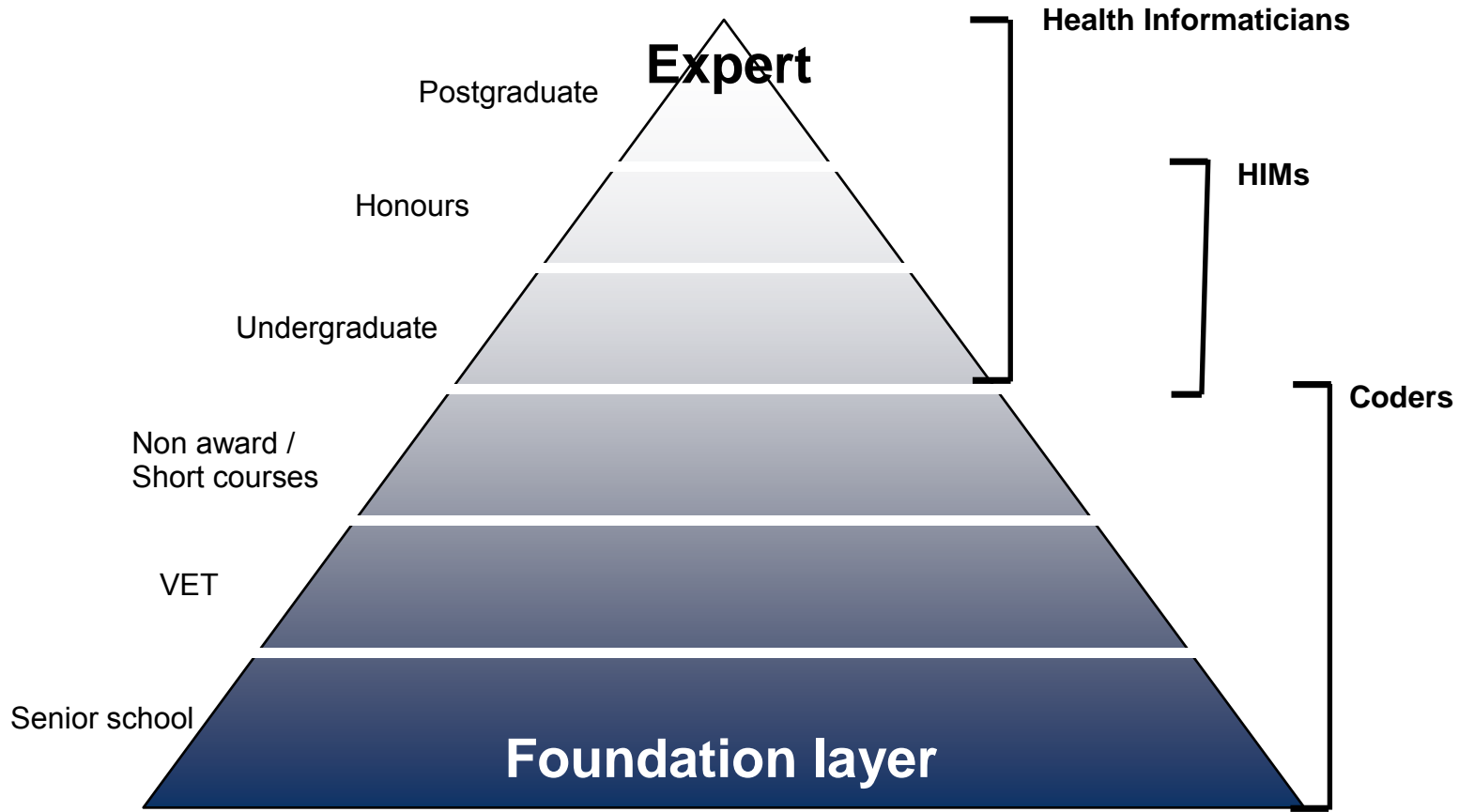
## Key Findings – Education Sector

HIWWG have reviewed the industry perspective on the education sector contributions for HIMs and CCs and found that:

- University and VET providers for HIMs and CCs are misaligned with current industry requirements – energetic development programs are underway.
- Education and training products are not producing “work ready” graduates.
  - o New graduates typically require between 12 to 18 months of heavily supervised work, in a casemix funded environment.

# Health Information Services (HIMs & CCs) Potential Future Workforce Structure

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## Strategic priorities:

- A structural change is required for the workforce – a shift away from a heavy reliance on HIMs to a stronger contribution by CCs (who have been trained with a more appropriate mix of skills strongly aligned to industry requirements).
- Undertake a significant engagement with all key stakeholders, including professional associations, education and training sector and industry to support a structured and sustainable approach to change management.
- Establish an Industry Advisory Group that includes membership from the government, industry and the education sector. There is a need to ensure that innovation and best practice is continually explored/shared to promote efficient and effective delivery of information services.

To support the implementation phase of the strategy, the following products are being collaboratively developed :

- Industry Advisory Group – Terms of Reference
- Strategy implementation road map
- Implementation schedule
- Detailed implementation plan.

# Health Information Services Workforce Strategy Next Steps – Stakeholder Engagement

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## Stakeholder Engagement

- ▶ Engage with all key stakeholders, including professional bodies and associations, existing education providers and industry
- ▶ Agreed approach for information dissemination

Communication plan

## Establishment of Advisory Group

- ▶ Confirm group members and meeting arrangements (governance / reporting)
- ▶ Define stakeholder engagement and management plan
- ▶ Launch communications

Endorsement of future state and governance of Implementation Plan

# Health Information Services Workforce Strategy

## Next Steps – Education Products

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### Segmentation Analysis

- ▶ Identify workforce inflow scenarios
- ▶ Match potential funding sources

Segmentation Analysis Findings

### Develop Alumni

- ▶ Confirm engagement with key stakeholders
- ▶ Agree approach to target audience and management of data

Alumni Strategy

### Training Packages

- ▶ Review what is currently available and how it is delivered
- ▶ Review skills and competencies
- ▶ Engage in on-going dialogue to sustain a shared view of workforce development, strongly aligned to the industry needs

Training Package Workplan

# Health Information Services Workforce Strategy Next Steps - Workforce Innovation

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## Workforce Sustainability

- ▶ Implementation of sustainable HIM:CC ratio, without reducing the quality of the operational outputs
- ▶ Define attractive career pathway & develop strategies for smooth transition from current to future state
- ▶ Enhance continuing professional development opportunities, investigate traineeships, internships and scholarships models

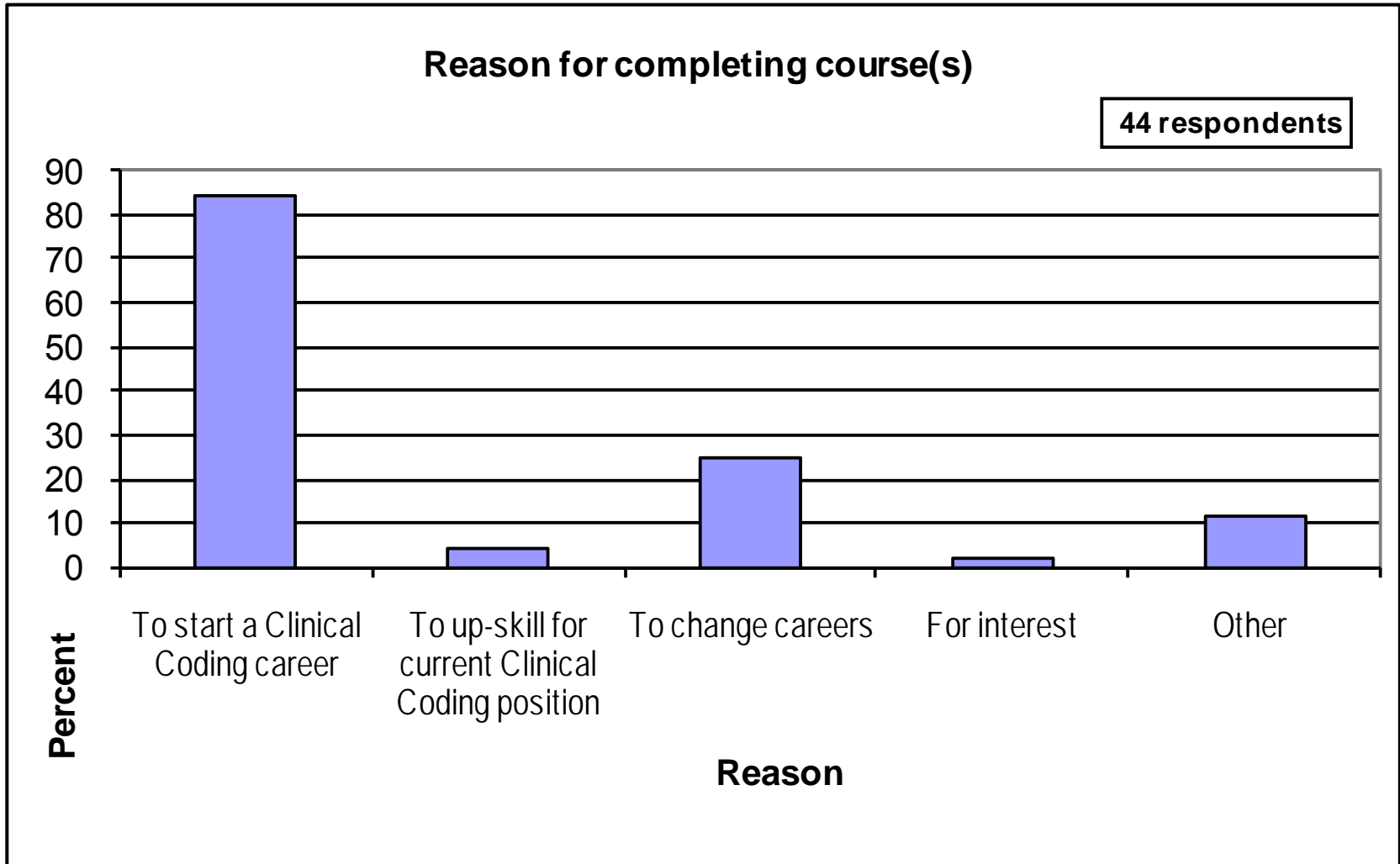
Workforce Sustainability and  
Innovation Report

## Technology Innovations

- ▶ Investigate technology innovations to support workforce
- ▶ Evaluate effectiveness and cost benefits of technology inputs, including a range of delivery models

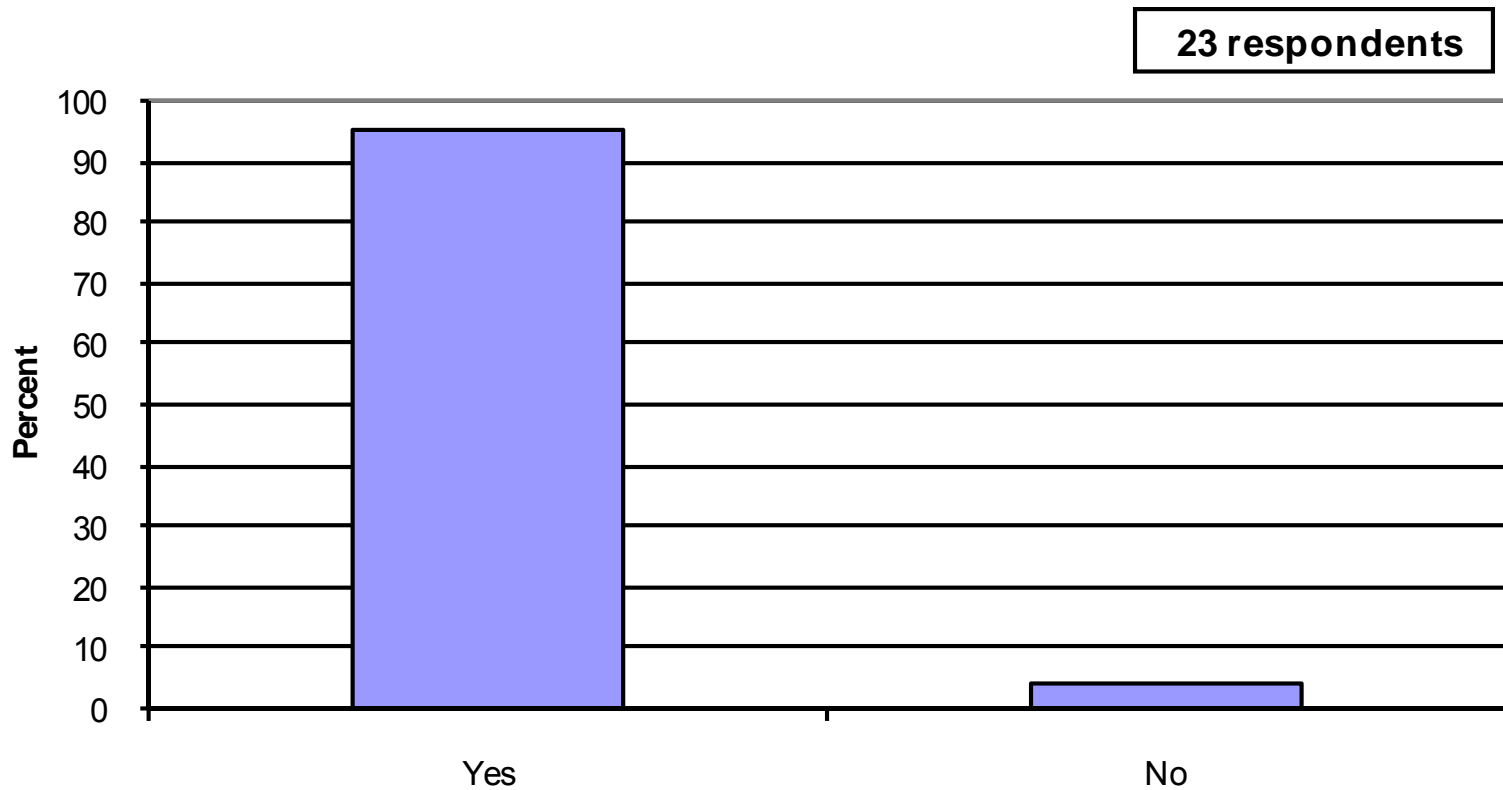
Technology Workplan

# Clinical Coding Alumni Strategy



# Clinical Coding Alumni Strategy (continued)

### Interested in working as a Clinical Coder, for a hospital(s)?



## Questions or Comments?

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