

**Table 1**

Skills Identified by Focus Groups as Necessary for Future Workforce

<b>Healthcare Provider Core Competencies</b>	<b>Nonprovider Core Competencies</b>
<i><b>Basic/Entry-Level Skills</b></i>	<i><b>Basic/Entry-Level Skills</b></i>
Operational medical terminology knowledge	Customer service skills, communication and interpersonal skills, training
Basic desktop/computer skills, computer/Internet navigation	
Understanding of how patient information should flow in clinical settings	
<i><b>Intermediate Skills</b></i>	<i><b>Intermediate Skills</b></i>
Knowledge of HIT products; familiarity with vendors; ability to negotiate contracts	Knowledge of HIT products; familiarity with vendors; ability to negotiate contracts
Knowledge of HIPAA; knowledge of state privacy and security regulations	Knowledge of data management, data mining, and data sharing
Understanding of “meaningful use” and which HIT system can produce the data needed for demonstrating compliance	Understanding of “meaningful use” and which HIT system can produce the data needed for demonstrating compliance
Problem solving and critical thinking skills needed to implement and use HIT systems (such as flowcharting, performing root cause analysis, and examining existing assumptions and evaluating evidence)	
Advanced clinical knowledge and understanding of uses of HIT for patient management/education needs	
Data management, data mining/report creation, and data sharing skills	
Project management (such as initiating, planning, executing, and monitoring EHR/HIT-related projects)	
<i><b>Advanced Skills</b></i>	<i><b>Advanced Skills</b></i>
Management skills to direct technical and nontechnical staff regarding EHR/HIT systems	Strategic planning and analysis skills; database system and design skills

Strategic thinking related to EHR/HIT implementation/management that is supportive of organizational goals and mission	HIT system implementation and management skills; software/hardware engineering skills
Ability to effectively interact with senior management and above in HIT governance	
Ability to use analytics/data from HIT systems for planning	
Financial decision-making and negotiating skills for selecting HIT system purchases and maintenance plans that meet external and internal goals/resources	
Ability to design HIT databases and systems; HIT software/hardware engineering, development, and/or system maintenance skills	

Abbreviations: EHR, electronic health record; HIPAA, Health Insurance Portability and Accountability Act; HIT, health information technology.