APRIL 11, 2019
WEBINAR: TOOLKIT FOR HIRING AND EVALUATING POPULATION HEALTH EXECUTIVES AMERICA’S ESSENTIAL HOSPITALS

Kalpana Ramiah, DrPH, MSc
Vice President of Innovation, America’s Essential Hospitals
Director, Essential Hospitals Institute

Brian Roberson, MPA
Manager of Data Analytics, Americas Essential Hospitals

Please note that everyone will be muted upon joining the webinar to avoid background noise.

Please ask your questions via Zoom’s chat feature, submit the questions to: “everyone.” The questions will be addressed in order of submission. Thank you.

If you have any questions please send an email to Carla, calvarado@nas.edu
Population Health Leadership At Essential Hospitals: Building Human Capital

Kalpana Ramiah, DrPH Vice President of Innovation, Director of Essential Hospitals Institute
Brian Roberson, MPA, Manager of Data Analytics

April 11th, 2019
ABOUT US
WHO ARE WE

CARING FOR THE MOST VULNERABLE

TRAINING FUTURE HEALTH CARE PROFESSIONALS

PROVIDING COMPREHENSIVE, COORDINATED CARE

PROVIDING SPECIALIZED, LIFESAVING SERVICES

ADVANCING PUBLIC HEALTH
WE SERVE THE MOST VULNERABLE

Prevalence of Three or More Claims–based Conditions: 2015

WE SERVE THE MOST VULNERABLE

Prevalence of Three or More Claims–based Conditions: 2015

ABOUT AMERICA’S ESSENTIAL HOSPITALS

Average Uncompensated Care

*Members of America’s Essential Hospitals Versus All Hospitals Nationwide, 2017*

- **$7,297,605** U.S. HOSPITALS
- **$68,045,760** ESSENTIAL HOSPITALS

National Operating Margins
Members of America’s Essential Hospitals Versus All Hospitals Nationwide, 2017

U.S. Hospital Aggregate: 7.8%
Member Aggregate: 1.6%
Member Aggregate Without Medicaid DSH Payments: -3.0%

ABOUT AMERICA’S ESSENTIAL HOSPITALS

Economic Needs in Essential Communities
Members of America’s Essential Hospitals, 2017

23.9 MILLION
INDIVIDUALS LIVE BELOW THE POVERTY LINE

17.1 MILLION
INDIVIDUALS HAVE NO HEALTH INSURANCE

ABOUT AMERICA’S ESSENTIAL HOSPITALS

Social Needs in Essential Communities
Members of America's Essential Hospitals, 2017

360,000
INDIVIDUALS ARE HOMELESS IN THE COMMUNITIES OUR MEMBERS SERVE

10 MILLION
PEOPLE HAVE LIMITED ACCESS TO HEALTHY FOOD IN THE COMMUNITIES SERVED BY ESSENTIAL HOSPITALS

THE RESEARCH
We define CIHC as strategy by which health care providers work with other sectors (e.g., government, social service, community development) in both complementary and collaborative ways to promote health.
A ROADMAP TO COMMUNITY-INTEGRATED HEALTH CARE
THE RESOURCE LIBRARY provides tools and resources to help essential hospitals and their partners implement community-integrated health care.
## ADDITIONAL RESOURCES NEEDED FOR POPULATION HEALTH IMPROVEMENT ACTIVITIES

<table>
<thead>
<tr>
<th>Resource</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>80%</td>
</tr>
<tr>
<td>Analytics Systems/Tools</td>
<td>54%</td>
</tr>
<tr>
<td>Staff</td>
<td>54%</td>
</tr>
<tr>
<td>Staff Training</td>
<td>20%</td>
</tr>
<tr>
<td>Leadership</td>
<td>20%</td>
</tr>
<tr>
<td>Policy Changes</td>
<td>15%</td>
</tr>
<tr>
<td>Strategy Consultation</td>
<td>15%</td>
</tr>
<tr>
<td>Enhanced EHR</td>
<td>12%</td>
</tr>
<tr>
<td>Case Studies</td>
<td>10%</td>
</tr>
<tr>
<td>Governance Education</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>
GAPS IN HUMAN RESOURCES

53% of survey respondents indicated that one of their greatest resource needs is additional staff.

More hospitals are creating positions, such as VP or Director of Population Health.

There are gaps in competencies – not all health care providers are well equipped to perform population health.

“A lot of resources need to be focused on training the staff that we currently have, or hiring the right kind of staff with the right skill sets and the right mindset.”

Hospitals and health systems need well trained, dedicated population health improvement staff.
OUR POPULATION HEALTH PORTFOLIO

2016

2018-2019

- Job Description Analysis
- Key Informant Interviews
- Focus Groups
- Deliberative Summit
ADVANCING POPULATION HEALTH AT ESSENTIAL HOSPITALS

- Literature Review
- Job Description Content Analysis
- Expert Interviews
- Focus Groups
- Stakeholder Summit
THE FINDINGS
“Population health work in the hospital setting is still relatively new and often requires these leaders to create a foundation for successful endeavors.”

“An important role population health leaders play is that of a champion. As a champion, they must be the driving force behind hospital policies and investments that seek to improve the health of the community.”

“If you can’t articulate the message, no one is going to follow you. So, to me, communication is really vital and one of our biggest challenges.”

“It’s only through spending time, talking and listening, that you can begin to understand how to develop a strategy that addresses their fundamental needs, and simultaneously pushes the institution and the community toward health justice.”
KEY THEMES

Leadership
Management
Communication
Collaboration
Measurement
Internal Structure
Operating Environment
THE TOOLKIT
KEY QUESTION

WHAT IS A POPULATION HEALTH EXECUTIVE?
ESSENTIAL SKILLS FOR POPULATION HEALTH EXECUTIVES

- Collaborate Across Communities
- Communicate To Advance Shared Goals
- Lead Strategically
- Manage For Innovation
- Measure For Community Involvement
HIRING CONSIDERATIONS

☑️ A STRONG CONNECTION TO THE COMMUNITY. Population health executives should have a clear understanding of the community. Beyond communication and engagement, this calls for cultural competency and an ability to represent diverse populations.

☑️ A PERSONAL MISSION AND GOALS THAT ALIGN WITH THE ORGANIZATION’SAIMS. Beyond credentials, a population health executive candidate should be considered based on their personal dedication to and interest in the hospital’s mission and priorities.

☑️ CLEAR GOALS AND STANDARDS FOR THEIR POSITION. The expectations for a population health executive need to be clearly outlined and communicated. This starts with defining population health and ensuring a common understanding for all involved.

☑️ APPROPRIATE AUTHORITY TO ACCOMPLISH THEIR TASKS. Leading population health improvement for a hospital or health system requires change. Population health executives need the authority to enact that change, including freedom to make decisions and implement innovative strategies that span the organization.
JOB DESCRIPTION TEMPLATE

Hospital administrators and/or human resource personnel use this job description template to recruit, screen, and hire qualified candidates to fill various positions. The content of this job description was informed by several hospital administrators and ought to be suited to the individual needs, context, and culture of a specific hospital or health system.

POSITION SUMMARY
The Population Health Executive (PHE) provides leadership, direction, and oversight for the organization’s efforts to improve the health and well-being of the community. The PHE works with multiple divisions and departments to implement community-centered health care. The PHE leads the organization’s partnership with external organizations to achieve health improvement goals. The PHE drives change by setting the vision, establishing clear goals, and building capacity for the organization to pursue health initiatives. The PHE is responsible for directing the implementation of improvement programs while managing dynamic teams. The PHE champions continuous improvement across care in coordination with the organization’s internal, external, and community partners.

MAJOR DUTIES AND RESPONSIBILITIES:
1. Establish, monitor, and accomplish the hospital’s population health improvement goals.
2. Champion processes (e.g., health care) by articulating projects and services to hospital leadership, staff, and the community.
3. Integrate organizational strategic planning into a population health and community well-being plan.
4. Coordinate with external and internal stakeholders to identify potential opportunities for population health goals within the organization.
5. Build, manage, and prioritize collaborative relationships between the hospital and external organizations, including but not limited to public health, social services, local government agencies, and community-based organizations.
6. Conduct community health assessment studies to monitor health status and identify areas of concern.
7. Participate in population health steering committees, including community health improvement, public health, and other related committees.
8. Serve as the hospital liaison to community leaders, partners, public health agencies, community groups, and community members.

QUALIFICATIONS:
- Master’s in professional degree in health care.
- 5 or more years of experience in community health improvement, public health, or closely related field.
- 3 or more years of progressive management experience.

REQUIRED SKILLS:
- Highly effective communication and interpersonal skills.
- Ability to work collaboratively with a diverse set of partners, including other health care professionals and individuals or organizations from other sectors.
- Operational, financial, and management skills.
- Ability to adjust to and understand changing health care and policy environments.
- A cultural sensitivity, maturity, and understanding that will build trust and support within the community.
- Understanding of health information and technology.
- Ability to evaluate data or evidence into accessible information for various stakeholders.

This template can be customized to fit specific needs and organizations.
SKILLS ASSESSMENT WORKSHEET

This worksheet is intended to help populations, health educators, and those seeking to identify population health educators, health educators, social workers, and other health-related fields. It can be used to identify skill areas that require improvement or existing.

On the following pages, you will be asked to rate the experience of staff in five areas: strategic leadership, community engagement, collaboration, and measurement and evaluation. Each skill area is rated on a scale of 1 to 5, with 1 being the lowest and 5 being the highest. The total score for each area is then determined by multiplying the individual skill areas and adding the total scores. This total score is used to identify areas for improvement.

Each skill area is ranked in the context of hospital-based health improvements. However, experience and measurement ability in other areas should be considered.

NAME: ____________________________
DATE: ____________________________

<table>
<thead>
<tr>
<th>SKILL</th>
<th>RATING</th>
<th>RATING RANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic leadership</td>
<td>4</td>
<td>1-5</td>
</tr>
<tr>
<td>Collaboration</td>
<td>5</td>
<td>1-5</td>
</tr>
<tr>
<td>Management</td>
<td>3</td>
<td>1-5</td>
</tr>
<tr>
<td>Measurement and analysis</td>
<td>4</td>
<td>1-5</td>
</tr>
</tbody>
</table>

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET

SKILLS ASSESSMENT WORKSHEET
WHERE CAN I GET THE TOOLKIT?


OR

In our resource library — Essential Communities
https://essentialcommunities.org/resource-library/
QUESTIONS?