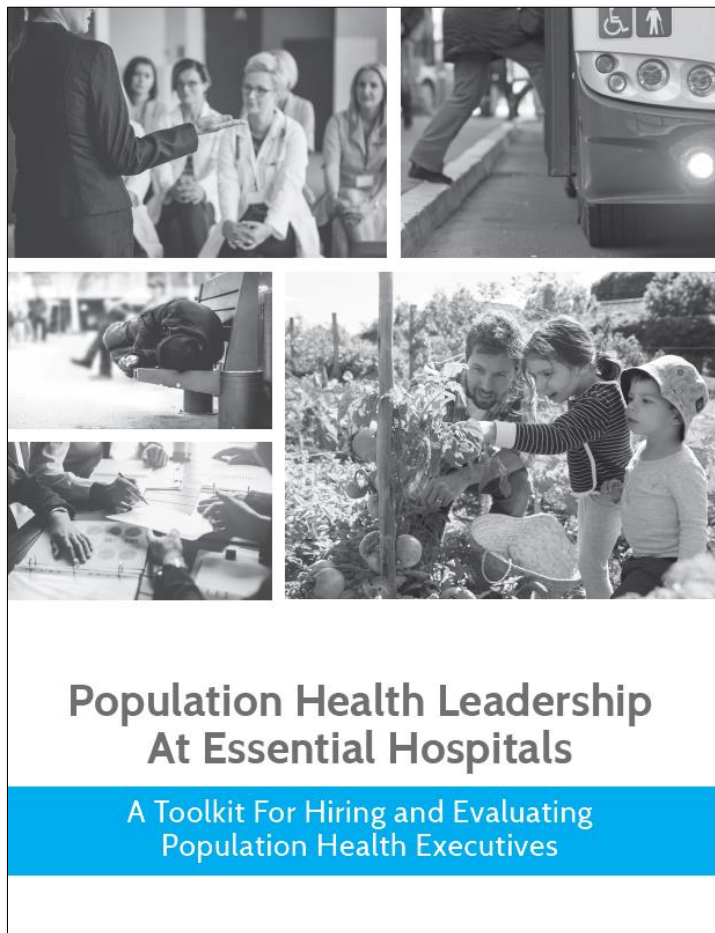


AGENDA



The Research

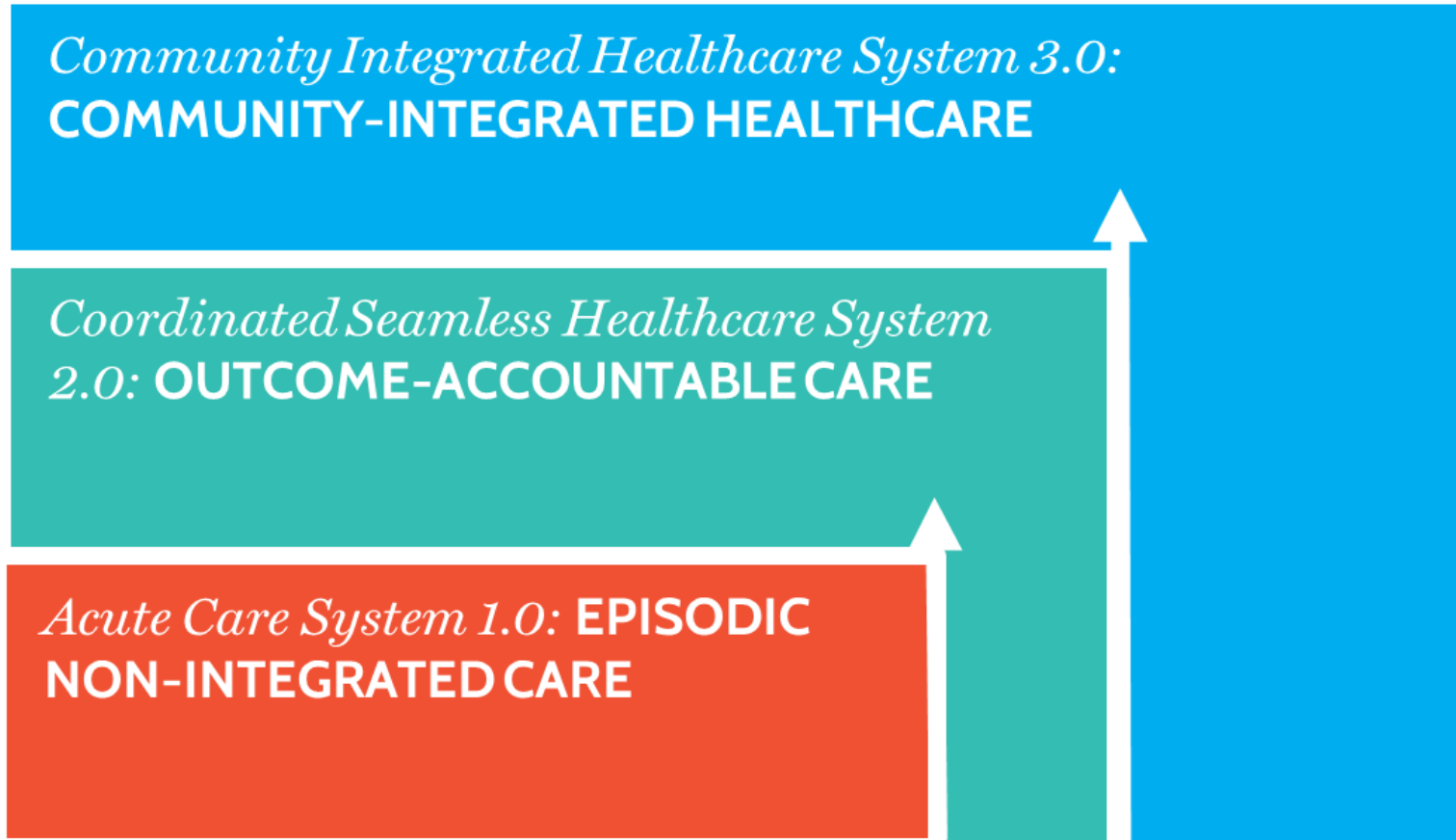
The Findings

The Toolkit

THE RESEARCH



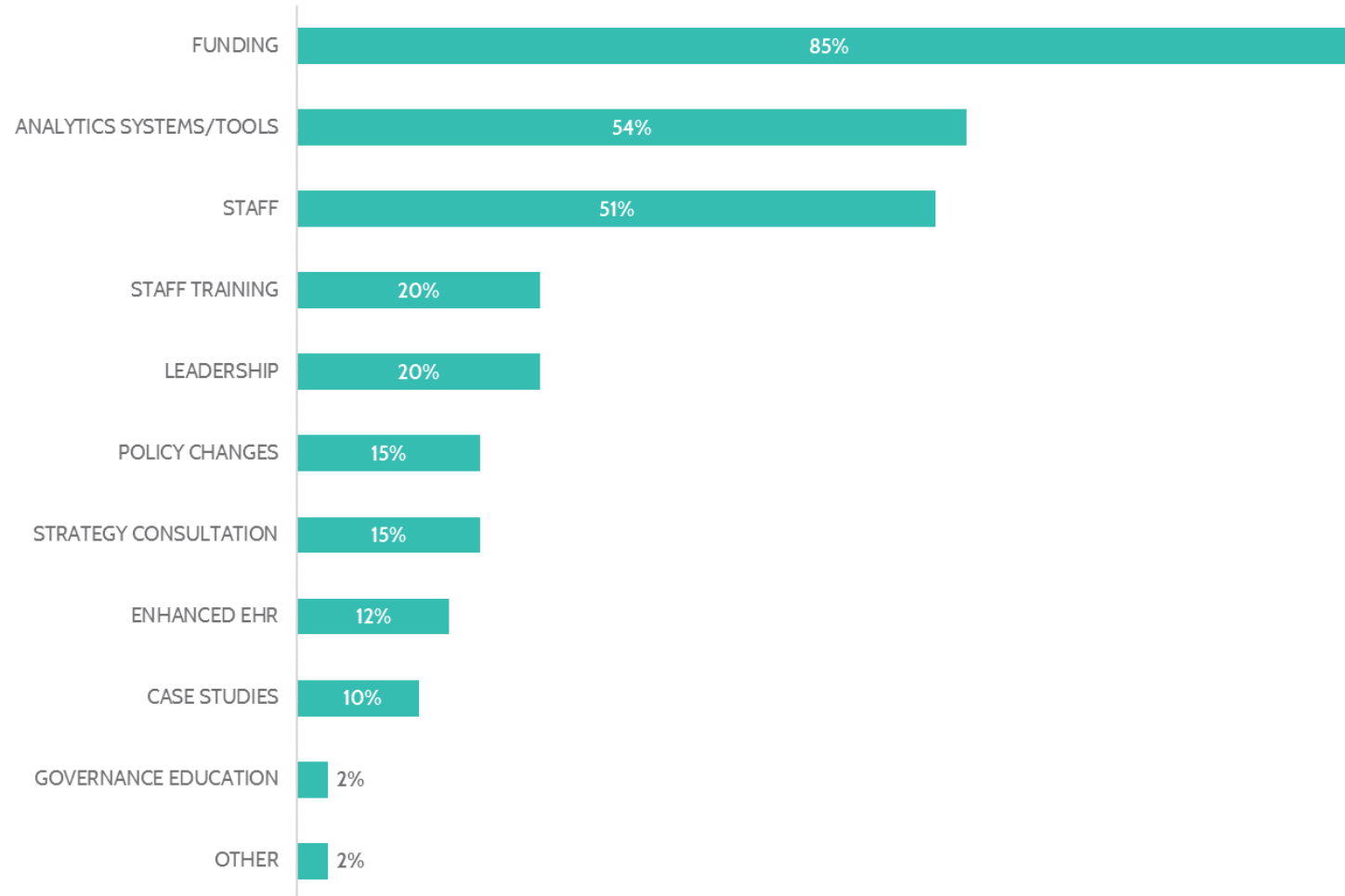
WHAT DO WE MEAN BY POPULATION HEALTH?



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.

Adapted from Hester et al., 2015

ADDITIONAL RESOURCES NEEDED FOR POPULATION HEALTH IMPROVEMENT ACTIVITIES



GAPS IN HUMAN RESOURCES

Hospitals and health systems need well trained, dedicated population health improvement staff

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

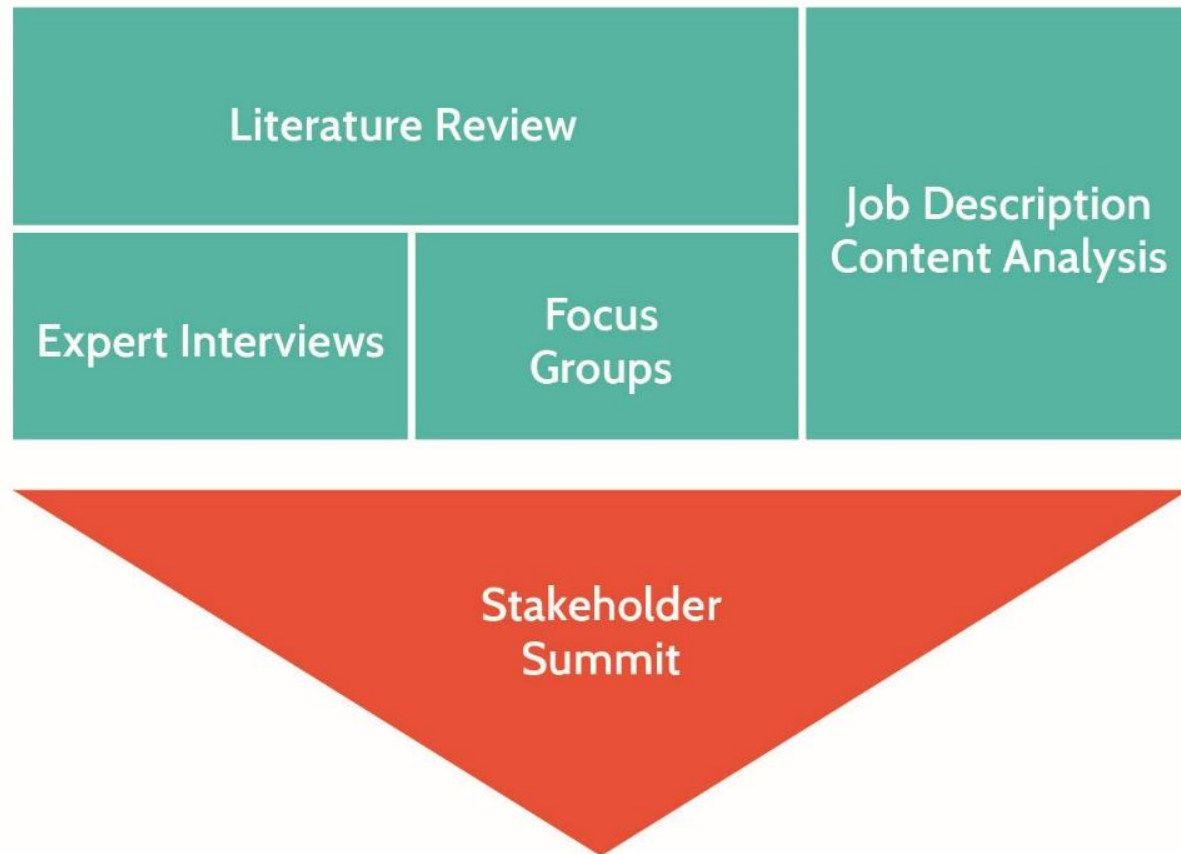
More hospitals are creating positions, such as VP or Director of Population Health

“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”



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

ADVANCING POPULATION HEALTH AT ESSENTIAL HOSPITALS



THE FINDINGS



HEARING FROM LEADERS

“Population health work in the hospital setting is still relatively new and often requires these leaders to create a foundation for successful endeavors.”

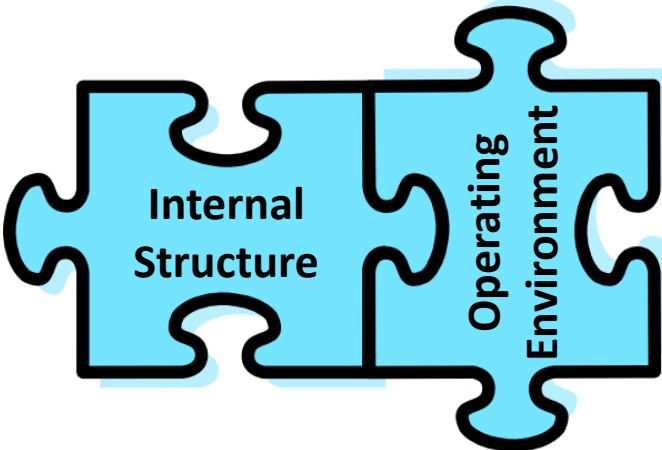
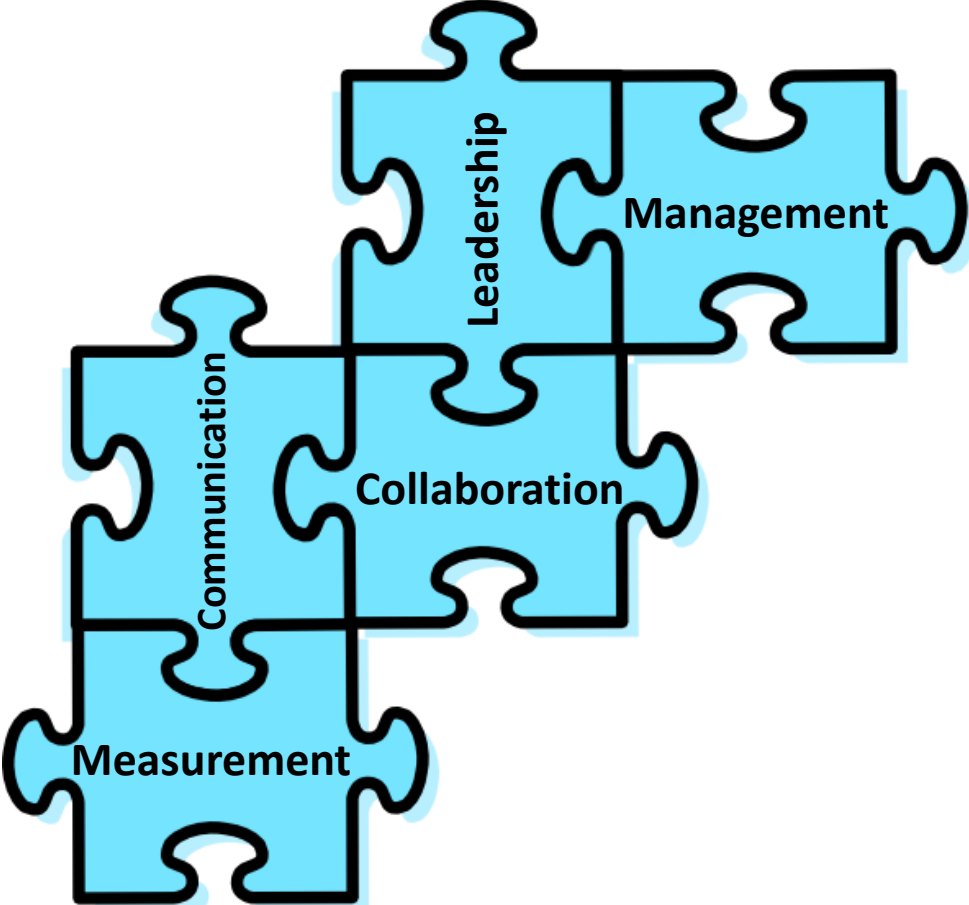
“ ”

“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.”

“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.”

“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



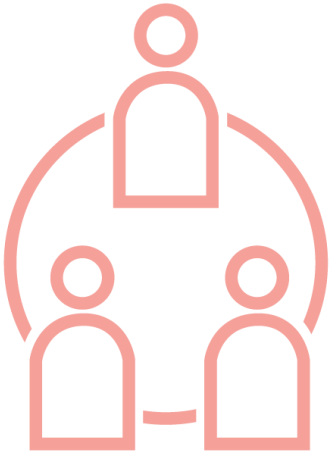
THE TOOLKIT



WHAT IS A POPULATION HEALTH EXECUTIVE?

ESSENTIAL SKILLS FOR POPULATION HEALTH EXECUTIVES

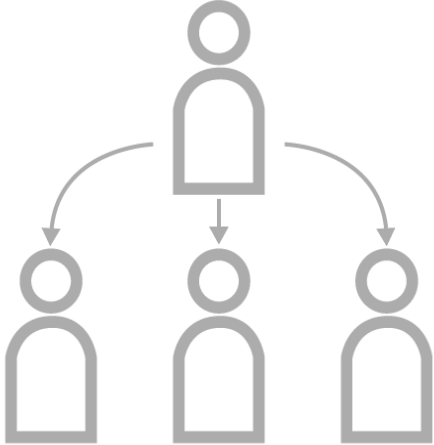
Collaborate Across Communities



Communicate To Advance Shared Goals



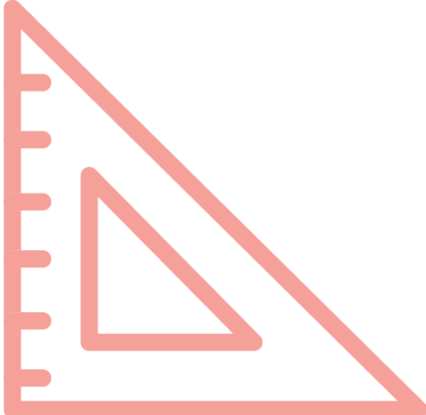
Lead Strategically




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'S AIMS.** 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

JOB DESCRIPTION TEMPLATE

Hospital administrators and/or human resource personnel can use this job description template to recruit, screen, and hire population health executive candidates. The content of this job description was informed by Essential Hospitals Institute research but can and should be tailored to the individual needs, context, and culture of a specific hospital or health system.

POPULATION HEALTH EXECUTIVE*

DEPARTMENT: _____ SUPERVISOR: _____

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 does so by working across departments and across sectors to implement community-integrated health care. The PHE will build strategic partnerships with external organizations to meet shared population health improvement goals. The PHE drives change by setting the vision, establishing clear goals, and building capacity for the organization's population health initiatives. The PHE is responsible for directing the operations of improvement programs while managing a dynamic team. The PHE champions community-integrated health care by communicating its need, importance, and impact to a diverse set of stakeholders. The PHE creates innovative approaches to address the social determinants of health and improve health equity.

MAJOR DUTIES AND RESPONSIBILITIES:

1. Establish, monitor, and accomplish the hospital's population health improvement goals
2. Champion community-integrated health care by articulating its goals and value to hospital leadership, staff, and the community
3. Inform the organization's strategic planning from a population health and community investment perspective
4. Coordinate with leaders and staff from various hospital departments to further population health goals within the organization
5. Build, preserve, 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. Use community needs assessment models, social needs screening tools, and risk modeling to monitor the health of the community and identify vulnerabilities
7. Navigate the population health funding landscape, including community benefit investment, philanthropy, and government resources
8. Serve as the hospital liaison to community boards, partners, public health agencies, community groups, and community members

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JOB DESCRIPTION TEMPLATE

JOB DESCRIPTION TEMPLATE

- ◆ Evaluate programs by defining and tracking metrics, monitoring impact, and reporting outcomes
- ◆ Harness and reconcile clinical and community-level data to facilitate population health work
- ◆ Develop and maintain a skilled team of individuals with expertise in relevant fields, including, but not limited to, policy, advocacy, and health information technology
- ◆ Provide direction to hospital leadership on relevant local, state, and federal policies
- ◆ Explore and integrate relevant data systems within the hospital and data exchanges with cross-sector partners

REQUIRED SKILLS:

- ◆ Highly effective communication and interpersonal skills
- ◆ Ability to collaborate with a diverse set of partners, including other health care professionals and individuals or organizations from other sectors
- ◆ Operational, financial, and personnel management
- ◆ Ability to adapt to and understand a changing health care and policy environment
- ◆ A cultural competency, sensitivity, and understanding that will build trust and rapport with the community
- ◆ Understanding of health informatics and technology
- ◆ Ability to translate data or evidence into digestible information for various stakeholders

QUALIFICATIONS:

- ◆ Master's or professional degree in a related field
- ◆ 8-10 years of experience in community health improvement, public health, or a closely related field
- ◆ 3-5 years of progressive management experience

* Exact title will vary by organization

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SKILLS ASSESSMENT

SKILLS ASSESSMENT WORKSHEET

This worksheet is intended to help population health executives and those seeking to hire population health executives assess skill level and familiarity with population health related tasks. Given the broad set of skills expected for a population health leader, this tool can help identify skill areas to target for improvement or training.

On the following pages, you will be asked to rate the experience or skill level of the subject in five areas: strategic leadership, communication, collaboration, management, and measurement and data. Once you have rated the individual skill areas, add the total points in each section and record the total below, then divide by the indicated skill total to find the average rating for each domain. This average rating highlights areas of strength and areas for improvement.

Each skill is framed in the context of hospital-based population health improvement. However, experience and demonstrated ability in other contexts should be considered.

NAME: _____

DATE: _____

SKILL	TOTAL (FROM WORKSHEETS)	AVERAGE RATING
Strategic Leadership	÷ 10	
Communication	÷ 8	
Collaboration	÷ 9	
Management	÷ 9	
Measurement and Data	÷ 10	

SKILLS ASSESSMENT WORKSHEET

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SKILLS ASSESSMENT WORKSHEET

Rate these **COLLABORATION** skills using the following scale:

- 4 = High skill level: extensive experience in the skill area
- 3 = Moderately high skill level: good experience in the skill area
- 2 = Average skill level: some experience in the skill area
- 1 = Low skill level: little experience in the skill area
- 0 = No experience in the skill area

COLLABORATION	0	1	2	3	4
Develop partnerships with internal and external stakeholders to bridge the hospital and the community in support of community-integrated health care					
Champion collaboration with public health, social services, local governmental agencies, and community-based organizations					
Work collaboratively with other hospital/health system leaders to further population health goals					
Lead and facilitate multisector working groups					
Develop culturally competent community engagement strategies to build community trust					
Cultivate, preserve, and prioritize external relationships to effectively serve the community					
Represent the hospital/health system as a liaison to community boards, partners, public health, community groups, and community members					
Identify and remove barriers to collaboration within the hospital/health system and the community					
Leverage hospital assets to build community capacity to improve population health and increase health equity					

COLLABORATION TOTAL: _____

SKILLS ASSESSMENT WORKSHEET

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WHERE CAN I GET THE TOOLKIT?

<https://essentialhospitals.org/institute/institute-releases-population-health-executive-toolkit/>

OR

In our resource library – Essential Communities

<https://essentialcommunities.org/resource-library/>

QUESTIONS?



POLL QUESTION

Offering training for population health executives in which of these skill domains would be most beneficial to you?

- A. Leading Strategically
- B. Managing for Innovation
- C. Communicating to Advance Shared Goals
- D. Collaborating Across Communities
- E. Measuring for Community Involvement