

Workforce Competencies for Patient-Centered Health Care Delivery through Health IT: A Framework for Practice Transformation

* This project supported in whole or in part by ARRA HIT Grant # 90CC0079/02-04 awarded to the Cuyahoga Community College by the Federal HHS Office of the National Coordinator.

Population Management

Comp. #	Population Management Competency	DC#	Population Management Detailed Competency	LO#	Population Management Learning Objectives	PSR, Schedulers, Front Desk, Med Secretaries	Nurses (LPNs/RNs), MAs	Providers (MDs, DOs, NPs, PAs)	Care Coordinators	PharmDs, Pharmacy	Health Care Mgmt (Practice Mgrs, Admin)	Health Info Mgmt Medical Records RHIA	IT Professionals	
Definitions & Principles														
1	Demonstrate understanding of Population Management	1a	Describe what Population Management is	1a.1	Describe Population Management	X	X	X	X	X	X	X	X	
				1a.2	Describe how Population Management contributes to the success of the Triple Aim	X	X	X	X	X	X	X	X	
				1a.3	Analyze the paradigm change of approaching health care from a population health perspective			X			X			
		1b	Describe why Population Management is necessary	1b.1	Explain the rationale for using a population health management model as opposed to not using this model		X	X	X	X	X			X
				1b.2	Discuss the benefits of implementing Population Management		X	X	X	X	X			X
		1c	Describe the process of implementing Population Management	1c.1	Describe the population management model (e.g. Define Population > Identify Care Gaps > Stratify Risks > Engage Patients > Manage Care > Measure Outcomes > Define Population etc.)		X	X	X	X	X			



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		1d	Describe the intersects between Population Management, HIE and MU, and how they impact PCMH	1d.1	Articulate the intersects between Population Management, HIE and MU, and how all three impact PCMH		X	X	X	X	X		X	
				1d.2	List the core objectives for meaningful use that relate to population management		X	X	X	X	X			X
2	Demonstrate effective use of technology to perform population management functions appropriate to role	2a	Determine what data is needed, where it is located, and who has access to it	2a.1	Compile data from various sources for a given population			X	X	X	X		X	
				2a.2	Propose solutions to the challenges involved in gathering data			X	X	X	X			X
				2a.3	Map tools and systems used in the health care setting to the roles that are authorized to access them			X				X		X
		2b	Define populations for internal interventions and external reporting	2b.1	Define and track populations in order to meet MU reporting requirements or other reporting requirements		X	X	X	X	X			
				2b.2	Define populations for whom the health care setting will implement and track interventions (e.g. populations based on preventive services vs. chronic services)		X	X	X	X	X			



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		2c	Embrace the importance of accurate and complete data entry	2c.1	Apply best practices in technology usage to a "real-life" Population Management scenario related to MU (e.g. immunizations), emphasizing data accuracy and how the location of data inputs effects reporting		X	X	X	X	X	X	
3	Assuring data integrity	3b	Describe data quality responsibilities for the various roles in a health care setting	3b.1	Summarize the data process flow from role to role, throughout the health care setting in regard to Population Management	X	X	X	X	X	X	X	X
				3b.2	Apply role-specific best practices for emphasizing the importance of data quality	X	X	X	X	X	X	X	X
4	Use evidence-based approach, including decision support tools at point of care	4a	Use decision support tools embedded in the EHR to support patient care	4a.1	Explain the rationale for using a CCHIT-certified EHR product to meet meaningful use requirements		X	X	X	X	X	X	X
				4a.2	Explain the importance of using the decision support tools embedded in the EHR		X	X	X	X	X		X
				4a.3	Explain the correlation between accurate data entry and output of useful decision support alerts in the EHR		X	X	X	X	X	X	
Data and Documentation													
5	Ability to track patient referrals, labs and other	5a	Create effective workflows for tracking patient data and ensuring	5a.1	Map current processes used to track and compile patient referrals, labs and other patient services	X	X	X	X	X	X	X	X



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	patient services		that it is correctly entered in the EHR	5a.2	Create improved workflows to ensure that accurate and complete records are entered in the EHR	X	X	X	X	X	X	X	
6	Ability to utilize patient and practice data to improve patient care	6a	Utilize patient and health care practice data to improve patient care	6a.1	Use health care practice data to create an intervention to improve care for a patient population.		X	X	X	X	X		
				6a.2	List how each role in the health care setting is involved in Population Management-related interventions to improve patient care	X	X	X	X	X	X		
				6a.3	List ways that EHR systems support patient self-management	X	X	X	X	X	X		
				6a.4	Discuss how EHR systems support population care management	X	X	X	X	X	X		
7	Clinical decision-making	7a	Describe how clinical decision-making is impacted by employing a population health management approach	7a.1	Describe how the Population Management approach impacts clinical decision-making		X	X	X	X	X		
				7a.2	Identify challenges to employing population management approach to clinical decision-making		X	X	X	X	X		
				7a.3	Identify the benefits of employing population management approach to clinical decision-making		X	X	X	X	X		
				7a.4	List ways that EHR systems support clinical decision-making		X	X	X	X	X		



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				7a.5	Apply a Population Management approach to clinical decision-making in a "real-life" scenario		X	X	X	X	X			
8	Utilize registries and other IT tools to identify and manage populations of patients	8a	Utilize registries and other IT tools to identify and manage populations of patients	8a.1	Determine data and reporting requirements for patient population management or for implementing Population Management interventions (e.g. creation of an immunization registry)		X	X	X	X	X	X	X	
				8a.2	Identify appropriate tools and registries to identify and manage patient populations, in collaboration with I.T.		X	X	X	X	X	X	X	X
		8b	Improve interoperability among tools and systems	8b.1	Describe the challenges and potential solutions of working with disparate systems and of creating interoperability between tools		X	X	X	X	X	X	X	X
				8b.2	Apply solutions to improve interoperability between disparate systems (work with Georgia Tech Interoperability Labs in Moodle)		X	X	X	X	X	X	X	X
9	Understand how data impacts clinical interventions	9a	Describe how data is used to select and implement clinical interventions	9a.1	Use data to develop a population intervention		X	X	X	X	X			
				9a.2	Analyze data during the implementation of a clinical intervention and determine next steps		X	X	X	X	X			



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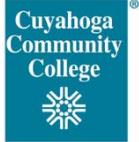
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		9b	Interpret the data effectively to determine effective population interventions	9b.1	Analyze data for patterns that indicate a need for clinical intervention		X	X	X	X	X			
				9b.2	Verify the assumptions made when defining needs for clinical interventions (e.g. what do I think is the cause of the problem I've observed, and how can I verify that I am right?)		X	X	X	X	X			
10	Reporting functionality – internal and external	10a	Describe internal and external reporting requirements	10a.1	Describe the reporting required by the State, Health Department, and other external parties		X	X	X	X	X	X	X	
				10a.2	Determine internal reporting requirements to support a given population health intervention (e.g. What reports are necessary? Who receives them? Who prepares them?)		X	X	X	X	X	X	X	X
		10b	Describe the flow of data inputs and outputs in the EHR	10b.1	Describe the data flow process through the EHR from input to reporting									X
				10b.2	Enter data correctly into the EHR in order to create accurate reporting according to given scenarios (e.g. ensure that the right data is entered in the right fields so that it carries over to the correct screens and reports).	X	X	X	X	X	X	X	X	X
Turning Data into Action														



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11	Design improvements instructed by data analysis	11a	Determine what improvements should be made to the practice based on data analysis	11a.1	Review data and determine appropriate Population Management interventions for a health care setting		X	X	X	X	X		
				11a.2	Define milestones and data measurements that determine what constitutes success in achieving outcomes (i.e. How do we know we've succeeded with this intervention? How do we know we're finished?)		X	X	X	X	X		
		11b	Enact a continuous quality improvement model	11b.1	Use the data collected during the process of measuring the success of an intervention to redirect change, or to ramp up the next logical change to be undertaken.		X	X	X	X	X		
				11b.2	Determine appropriate responses to address problems that arise during the intervention process		X	X	X	X	X		
12	Redesign workflow	12a	Assess the practice's readiness for change	12a.1	Describe the key players and their roles in supporting workflow redesign	X	X	X	X	X	X	X	
				12a.2	Perform change readiness assessments to address "pain points" of moving to a population health management model (e.g. team readiness, workflow and infrastructural concerns, barriers to implementing change)	X	X	X	X	X	X	X	



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				12a.3	Develop a change plan for introducing a Population Management model of health care to the practice	X	X	X	X	X	X	X	
		12b	Apply the workflow redesign model to Population Management interventions	12b.1	Describe how practice workflow and staff roles will change to implement a Population Management model	X	X	X	X	X	X	X	
				12b.1	Determine the goals of a workflow redesign for Population Management	X	X	X	X	X	X	X	
				12b.2	Determine the impacts the workflow redesign will have on staff, on practice structure, on reporting, etc.	X	X	X	X	X	X	X	X
				12b.3	Enumerate the steps in a workflow redesign for Population Management	X	X	X	X	X	X	X	
				12b.4	Apply workflow redesign to a "real-life" scenario	X	X	X	X	X	X		



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Note: The role definitions below reflect a general set of tasks that were used to delineate roles as the competencies and learning objectives were developed and assigned. These should be considered suggestions of what might be done, and are not meant to be comprehensive. No endorsement of these roles is implied.

Role within a Practice	Sample Tasks that this Role might Perform within the Context of the Competencies
PSR, Schedulers, Front Desk, Med Secretaries	Check in/Check out - Scheduling - Answer phones - Receive outside test results/consults from specialists - Workflow to provider to review/document in the EHR that test/referral was completed - Scan test results/consults into EHR -Medical record requests - Prepare letters for provider - Serve as interpreter in patient's spoken language
Nurses (LPNs/RNs), MAs	Prepare patients for visit prior to scheduled day - Room Patients - Refill prescriptions - Triage patients - Document in the EHR -Access outside medical records through HIE portals - Medication reconciliation - Serve as interpreter in patient's spoken language
Providers (MDs, DOs, NPs, PAs)	Diagnose and Treat - Document visit in the EHR - Sign orders for prescriptions, immunizations or tests - Population management - Review performance measures for MU and/or QI initiatives - Run reports from EHR - Communicate with IT
Care Coordinators	Population management - Refill prescriptions - Patient education/self-management - Medication reconciliation Document in the EHR - Serve as interpreter in patient's spoken language - Run reports - Communicate to IT
PharmDs, Pharmacy	Population management - Refill prescriptions - Patient education/self-management - Medication reconciliation Document in the EHR
Health Care Mgmt (Practice Mgrs, Admin)	Provide performance reports to providers on MU or QI initiatives - Trouble shoot patient complaint - Run reports - Communicate with IT
Health Info Mgmt Medical Records RHIA	Receive outside test results/consults from specialists - Workflow to provider to review/document in the EHR that test/referral was completed - Scan document into EHR - Medical record requests
IT Professionals	Run reports from EHR for MU, PQRS or QI initiatives - Build reports