Director of Population Health Quality Improvement
Loyola University Health System
Maywood, Illinois

Position Specification

January 2015
Summary

Loyola University Health System (LUHS) is seeking a Director to play a significant leadership role in leading quality improvement activities in a newly designed population health model of care delivery. The Director of Population Health Quality Improvement (QI) will work collaboratively within the Center for Clinical Excellence (CCE) in partnership with Sheri Winsper, the Executive Director of Quality and Patient Safety, and with senior leadership responsible for overall design and operations of the LUHS Population Health initiative. The primary function of this position is to provide overall direction for the design, development, implementation, evaluation and continuous improvement of the quality improvement functions of the newly developed population health program at LUHS.

As such the Director will assume a critical role supporting the strategic goals of LUHS to ensure the delivery of world class healthcare through the optimization of a proactive population health management approach that includes Quality, Patient Safety, Service and Value.

The Opportunity

Building from the ground up, this is an ideal opportunity for a seasoned quality improvement professional to drive both the strategic and tactical components required to develop a quality improvement program that supports a newly developing population health model of care delivery. While the focus of the measurement and improvement efforts will be in the ambulatory setting, the population health quality improvement program will span the entire spectrum of care including inpatient, post-acute care and ambulatory settings. The Director of Population Health Quality Improvement will collaborate with organizational leadership to develop a range of short and long term goals as well as the setting of priorities to ensure organizational “buy in” and active engagement in design, measurement and continuous quality improvement of a robust patient centered population health care delivery model.

The Organization

“The people of Loyola promise patients that we go beyond the illness to treat the whole person.”

Loyola University Health System Mission Statement

LUHS is comprised of a comprehensive Academic Medical Center - Loyola University Medical Center (LUMC), Loyola Gottlieb Memorial Hospital, a community hospital located in nearby Melrose Park, and over 30 suburban satellite locations. It boasts the largest NICU in the state of Illinois and has level 1 trauma status. With 775 faculty and 638 residents and fellows, LUHS has a strong tradition of providing high-quality patient care. Grounded in Jesuit traditions, they seek to provide the best patient care through three mission areas: excellence in clinical service, education of tomorrow’s healthcare leaders, and research that improves human health in our communities and around the globe.

Since 2012, LUHS has been a member of Trinity Health, one of the largest Catholic health care systems and the 12th largest health system in the United States. Trinity Health was formed in 2000, when Holy Cross Health System merged with Mercy Health Services in a singular mission.

In 2011, LUHS selected Larry M. Goldberg as its new President and Chief Executive Officer. Formerly, the Chief Executive Officer at Vanderbilt University Hospital, he brings a plethora of experience to LUHS, most notably as a veteran of academic medicine and strategic business leadership.
U.S. News and World Report magazine has for the eighth year in a row, ranked Loyola University Hospital as one of the top 50 hospitals nationwide for heart and heart surgery (29th). It was also ranked within the top 50 hospitals for ear, nose, and throat (43rd), urology (44th), neurology, and neurosurgery (45th). These prestigious honors place Loyola University Hospital among an elite group of hospitals that provide the highest caliber of care for some of the nation’s sickest patients. Rankings are based upon reputation, death rates, patient safety, and care related factors. In addition to these nationally ranked programs, LUHS also provides transplant programs for heart, lung, kidney, liver, and bone marrow.

Culturally, the organization is committed to excellence, service, and compassionate care giving. Quality and Safety are longstanding top priorities for Trinity Health. In order to fulfill its mission, the leadership fosters an environment that encourages innovation, embraces diversity, respects life, and values human dignity. As part of its core value system, LUHS also treats the human spirit. For more details, please visit www.loyolahealth.org.

The Position

The Director is charged with designing, implementing and continually improving a clinical performance improvement and patient safety program that supports the new LUHS Population Health Program. LUHS employs the Define, Measure, Analyze, Improve, and Control (DMAIC) methodology to achieve safe, timely, effective, efficient, equitable, and patient centered care. The role also encompasses the provision of a planned, systematic, organization-wide approach in identifying, measuring, prioritizing and monitoring all clinical quality improvement activities, including new processes and services. The scope of work includes collaboration and partnership with clinical and administrative leadership, management, clinical analytics, infection control, patient safety and risk management, regulatory and accreditation focusing on system population health, and ambulatory care programs.

Scope of the Director Position:

Quality Improvement

Provide leadership and project management supervision for population health and ambulatory focused clinical quality improvement initiatives to achieve LUHS system-level population health clinical quality goals. Actively support clinical quality improvement activities and possess a comprehensive understanding of the importance of meeting regulatory requirements in the population health and ambulatory settings.

Communicate population health, ambulatory quality and safety improvement plans and outcomes across all levels of LUHS. Through the DMAIC framework, develop and lead clinical quality planning, improvement and sustainment of results focusing on population health programs and the ambulatory care setting. In collaboration with Ambulatory Care-Population Health Leadership, s/he will develop, evaluate and update a Population Health-Ambulatory Care Quality Improvement Plan. The Director will also employ state of the art tools to facilitate best practices including clinical order sets, protocols, checklists, practice guidelines and clinical policies. S/he will collaborate with Ambulatory Care-Population Health leadership, Patient Safety & Risk Management to promote a culture of safety and quality focusing on the ambulatory care setting.
**Collaboration**

Collaborate with all staff, directors and managers within the Center for Clinical Excellence, Infection Control, Patient Safety - Risk Management, LUHS operations, and the LUHS Population Health leadership to achieve shared goals including moving towards top percentile performance nationally and within Trinity Health. In addition, s/he will support organizational and departmental level quality committees as assigned.

**Team Building**

Responsible for fostering positive team collaboration and staff development in order to facilitate effective and efficient operations, employee engagement and achievement of quality, safety, and customer service excellence goals. Additional oversight of human resources functions include: recruitment, training, mentoring and continuous performance management to ensure the retention of a high quality workforce.

**Professional Development**

Actively engage in professional development to maintain current skills and knowledge of environmental trends, including best practices in improvement methodologies and clinical care with specific emphasis on population health management.

**Education**

Oversight for the provision of all education and training related to population health and ambulatory care quality improvement tools and techniques. S/he will assume responsibility for managing the education of all staff throughout the organization using the DMAIC improvement methodology and modern project management techniques.

**Quality Measurement**

Collaborate extensively with the department and leadership of Clinical Analytics within the Center for Clinical Excellence in the development, implementation, and reporting of appropriate process and outcome measures in support of population health and ambulatory care quality improvement.

**Financial Management**

Collaborate with Ambulatory Care-Population Health leadership and the Executive Director of Quality & Patient Safety to manage fiscal resources, develop budgets related to departmental activities, and introduce new initiatives.

**The Candidate**

The candidate for this position will be a mission driven, highly experienced quality improvement expert. Although not essential, a clinical background would be a significant advantage. Masters prepared, the candidate, if not a clinician, will possess extensive experience managing clinical professionals and be comfortable navigating within the clinical realm across all sites of care.

Ideally, s/he will have worked in a setting involving the education and training of healthcare professionals and have demonstrated success working within a structure that has undergone cultural
transformation around Quality and Patient Safety, having gained the necessary experience to optimally perform in this role through organizational change and change management.

The Director will be a strong and effective leader. Formal training and/or experience in Lean/Six Sigma methodologies is highly desirable. Quality improvement experience in Population Health and Ambulatory care are also highly desirable. Experience in strategy planning and operations is a plus. Most important is the desire to become part of an organization and department poised for major change and whose vision is to be a world class leader in the delivery of high quality patient care.

Other personal attributes include:

- The poise and sophistication to operate in a major system-wide, quality improvement leadership role and promote the important mission and activities of LUHS, especially as they relate to Population Health Management.
- Building a high performing, collaborative team whose shared mission is the provision of “measurably world class healthcare” at LUHS.
- Being comfortable leading the charge for cultural transformation and possessing the savvy and expertise to overcome perceived barriers to achieve defined goals and objectives.
- The ability to support and partner with senior management, physician leadership, and other clinical leaders to drive Population Health and Quality Improvement initiatives across the continuum of care.
- Possessing the personal charisma to motivate and inspire others into action and bringing a “can do” proactive approach to quality improvement leadership in the arena of Population Health Management.
- The ability to partner effectively with the department of clinical analytics and use data to build credibility and initiate behavioral changes that result in the implementation and continuous improvement of a population health model of care delivery.
- A comprehensive understanding of the changing landscape as it relates to regulatory and reimbursement strategies, the importance of accurately reporting on quality metrics, and the critical connection to increased revenue streams.
- The ability to deliver meaningful, valid, timely, reliable, readily accessible understandable and actionable data that can drive organization transformation.
- Being a resource as both an educator and mentor to a diverse audience within LUHS and being adept at translating data so it “comes to life” for employees, especially those working on the front lines.
- A high level of Emotional Intelligence. Being highly skilled at building relationships and gaining “buy in” through engagement, listening, and possessing a transparent communication style.
- The ability to foster an atmosphere of respect, trust, and aligned commitment to organizational goals consistent with the Jesuit mission of LUHS.
- Working collaboratively with peers and others at the LUHS and all of its affiliated organizations.
- The ability to manage conflicting priorities and adapt to changing demands in a complex academic setting.
- Being a skilled facilitator who understands the nuances of serving many masters in a complex and matrixed environment.
Critical Success Factors

The Director will:

- Partner with the Executive Director of Quality and Patient Safety and leadership of the Population Health Program to drive a vision of “measurable world class healthcare,” employing an innovative approach around Quality Improvement to ensure that the necessary cultural transformation and organizational skills are instituted and established throughout the LUHS Population Health Program. This includes working with constituents from Trinity Health and the LUHS senior leadership team, as well as operational and clinical leadership throughout LUHS.
- Develop and distribute data and information that can be dissected at both the macro and micro levels, to be used by primary care and specialty practices to manage chronic diseases within their patient populations and continually improve on the related processes.
- Ensure there are mechanisms programmed in place so that providers can easily access and understand their own metrics as they relate to population health management.
- Oversee two direct reports initially who will serve as Masters prepared QI specialists to support all Population Health initiatives. In addition, there will be a dedicated Population Health QI Analyst who will collaborate with the Director and QI specialists and over time the Director will have an opportunity to enhance his / her team with additional qualified personnel.
- Ensure that the commitment to continuous quality improvement is hardwired into the DNA of LUHS.

The Community

Loyola University Medical Center and Gottlieb Memorial Hospital are located 10 miles west of downtown Chicago.

Chicago is renowned for many things; its size (almost 3,000,000 residents), its cultural diversity, which spans almost 100 designated neighborhood areas and its 26 miles of beautiful lakefront. It is estimated that there are over 7,000 restaurants and almost 400 theaters and art galleries combined. As architecturally diverse as it is culturally, it enjoys a national reputation for being a sports town, is famed for its jazz and blues music, and currently boasts some of the most accomplished chefs in the nation.

A multicultural city that thrives on the diversity of its neighborhoods, Chicago embodies the values of America’s heartland - integrity, hard work and community that reflects the ideals in the social fabric of its ethnic history. Today, Chicago is a leader in reforming public schools, enhancing public safety and security initiatives that provide affordable housing in attractive and economically sound communities, ensuring accessibility for all, and fostering social, economic and environmental sustainability.

Compensation

A compensation package will be constructed commensurate with the background and experience of the selected candidate and includes a comprehensive benefits program. Most significant is the opportunity to assume a key leadership role in a thriving organization renowned for its delivery of high quality patient care and its compassionate approach to treating the patient in a holistic manner, one that is consistent with Jesuit philosophy and values.
For More Information

We appreciate all referrals. Interested parties please send resume and cover letter to LoyolaDirPopHealthQualImprove2116@ZurickDavis.com. For additional questions please contact Paul Cooper at 603.903.1475. All contact with our office will remain confidential.

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