



# The Center for Population Health Leadership

## Fellowship Full Curriculum

**Program Overview:** Population health is a core strategy to improving quality of care and reducing costs. Currently there are limited pathways for training clinical and administrative leaders in population health. In response, Partners HealthCare has created the Center for Population Health Leadership Fellowship. Through this multifaceted and comprehensive program, Partners hopes to provide experience and leadership development opportunities that will spark innovation in this rapidly changing area in medicine.

**Curriculum:** The Fellowship is a one-year program that begins in July 2018 with an optional second year. The program includes up to 16 rotations; the Fellow is expected to spend about 30% of his/her time doing clinical work, with the remainder of the time spent in didactic training and working with population health medical directors to gain an understanding of the context for population health and an expertise in developing, implementing, and analyzing population health strategies. The first year will include an introduction into evaluation and research, with a project to be well underway at the end of the first year. The optional second year of the Fellowship will focus on scaling the project.

**Evaluation:** There will be monthly opportunities for the Fellow to evaluate the faculty and program and provide feedback. Faculty will also review the Fellow each month and the results will be shared with the Fellow. About 50% of the Fellowship is based on a mentoring relationship between the Fellow and the Center for Population Health medical directors.

Evaluation during the longitudinal clinical rotations will be as follows:

- Evaluation of Fellow by faculty, patients, and peers done in October, January, April, June
- Fellow's evaluation of Faculty (completed in October, January, April, June)
- Fellow's evaluation of Program (completed in October, January, April, June)
- Faculty evaluation of Program (completed in October, January, April, June)
- Patient evaluation of Fellow (completed in October, January, April, June in conjunction with clinical department)

### Year One

- **Rotation #1: Clinical Responsibilities** (*Ongoing from the start to the end of fellowship*)
  - Approximately 30% of the Fellow's time will be spent on maintaining clinical skills.
  - Objective: To maintain his/her clinical skills, and to be able to experience, from the provider's and patient's perspective, the impact of population health programs.
- **Rotation #2: Clinical Effectiveness Study Program** (*~July 5 – August 18; 15 credits*)
  - This rotation will be specific to the Harvard T.H. Chan School of Public Health Clinical Effectiveness Study Program. If the Fellow is planning a two-year fellowship to complete his/her

Masters' degree, then he/she will need to continue to take MPH classes this year to complete the required 45 credits by the end of the second year of the Fellowship.

- Objectives:
  - Successfully complete the requirements and earn the 15 credits that are offered as part of the PCE summer program.
  - Have identified and begun work on an applied research project specific to quality improvement.
- **Rotation #3: Population Health Structure and Administration** (~August 19 – September 30)
  - Provides introduction to population health focusing on Partner's ongoing experience. One-month mentorship/shadowing with Sree Chaguturu, MD, Vice President for Center of Population Health and Fellowship Program Director and Eric Weil, MD, Chief Medical Officer for Primary Care and Associate Program Director.
  - Objectives:
    - Understand the socioeconomic and political context for population health management.
    - Describe the structure and resources needed (from beginning to end) for the administration of a successful population health management program.
    - Describe financial and operational considerations for an ACO.
- **Rotation #4: Population Health Analytics** (~October 1 – November 1)
  - Exposure to data sources and tools used to measure the need for population health strategies and outcomes. Opportunities to complete outcomes analysis of one or more population health strategies. One month mentorship/shadowing with Lara Terry, MD, Medical Director, Informatics, Center for Population Health.
  - Objectives:
    - Identify and access the appropriate data sources for analyses.
    - Describe the Internal Performance Framework, and its role.
    - Complete an outcomes analysis of one or more population health strategies.
- **Rotation #5: Patient Centered Medical Home (PCMH) and Care Redesign** (~November 2 – December 2)
  - Introduction to lean principles, PCMH implementation and strategies. One-month shadowing PCMH Consultants.
  - Objectives:
    - Describe and appropriately use Lean Principles for Practice Redesign.
    - Describe resources needed for a successful patient centered medical home.
    - Identify and overcome barriers to PCMH implementation.
    - Promote the identification, dissemination and analyses of PCMH strategies.
- **Rotation #6: High Risk Care Management Program** (~December 3 – January 17)
  - Exposure to Partners' High Risk Care Management Program including structure and patient populations best served through this program. One-month

mentorship/shadowing with Eric Weil, MD Chief Medical Officer for Primary Care, Center for Population Health.

- Objectives:
  - Discuss the costs and benefits of an iCMP program.
  - Appropriately identify patients who are best served through iCMP.
  - Identify and overcome barriers to iCMP program implementation.
- **Rotation #7: Evaluation and Research** (~January 18 – February 18)
  - Creating and implementing evaluation plans which will be highlighted in a poster presentation at the Center for Population Health Research Symposium in June. One-month mentorship/shadowing with Christine Vogeli, PhD, Director of Evaluation and Research, Center for Population Health.
  - Objectives:
    - Describe the various ways to evaluate population health programs.
    - Identify which evaluation method is appropriate based on program goals.
    - Develop an evaluation plan for a population health program.
- **Rotation #8: Quality and Safety** (~February 19 – March 19)
  - Focuses on reviewing internal and external measurements for quality improvements and developing strategies for improvement. One-month mentorship/shadowing with Neil Wagle, MD, MBA, Associate Chief Quality Officer of Partners Quality, Safety and Value and Center for Population Health.
  - Objectives:
    - Describe the difference between internal and external quality measurements.
    - Describe “at risk” contracting.
    - Illustrate competency in using a dashboard to identify areas of improvement specific to Regional Service Organizations (hospital and/or physician group within Partners such as MGH/MGPO and Tri-County Medical Associates).
    - Develop a strategy for improving quality at a specific Regional Service Organization.
- **Rotation #9: Behavioral Health** (~March 20 – April 20)
  - Introduction to behavioral health programs and opportunities to identify patient populations that would benefit from a collaborative care model. One-month mentorship/shadowing with Brent Forester, MD, Medical Director, Behavioral Health, Center for Population Health and Trina Chang, MD Assistant Medical Director, Behavioral Health, Center for Population Health.
  - Objectives:
    - Choose appropriate behavioral health collaborative care models based on hoped for outcomes.
    - Identify patient populations that would benefit from a collaborative care model.

- Discuss strategies that can be used to implement a collaborative care model.
- **Rotation #10: Care Continuum** (~April 21 – May 21)
  - Introduction to the Center for Population Health Care Continuum program including skilled nursing facility (SNF) Waivers, Partners Mobile Observation Unit (PMOU). One-month mentorship/shadowing with Chuck Pu, MD, Medical Director, Care Transitions and Continuum, Center for Population Health.
  - Objectives:
    - Choose appropriate care continuum strategies based on hoped for outcomes.
    - Identify patient populations that would benefit from care continuum programs.
- **Rotation #11: Specialty and Telehealth** (~May 22 – June 22)
  - Exposure to specialty-specific programs designed to encourage appropriate utilization and performance improvements. One-month mentorship/shadowing with Sandhya Rao, MD, Medical Director for Specialty Engagement, Center for Population Health and Adam Licurse, MD, Associate Medical Director, Patient Engagement, Center for Population Health.
  - Objectives:
    - Implement telehealth programs.
    - Analyze utilization data and making recommendations as to how the data can be used to improve clinical practice.
- **Rotation #12: Administrative Wrap-Up** (~June 22 – July 4)
  - Ties together all rotations and presents overall population health strategy. Also, used as preparation for second year of fellowship if appropriate. Two-week mentorship/shadowing with Sree Chaguturu, MD, Vice President for Population Health Management and Fellowship Program Director and Eric Weil, MD, Chief Medical Officer for Primary Care and Associate Program Director.
  - Objectives:
    - Illustrate a successful population health program, including the structure, processes, and resources needed to implement the program.
    - Describe the links between the various programs, and how the programs overlap to provide the most comprehensive care for patients.
    - Share a detailed plan for scaling one of the projects undertaken during the Fellowship.

## Year Two

- **Rotation #13: Clinical Responsibilities** (*Ongoing from the start to the end of fellowship*)
  - Approximately 30% of the Fellow's time will be spent in maintaining clinical skills.
  - Objective: To maintain his/her clinical skills, and to be able to experience, from the provider's and patient's perspective, the impact of population health programs.
- **Rotation #14: Masters of Public Health** (~July 5 – June 30)

- If the Fellow planned a two-year fellowship to complete his/her Masters' degree, then he/she will need to continue to take MPH classes to complete the required 45 credits by the end of the second year.
- Objective: Successfully complete the requirements needed for the MPH degree.
- **Rotation #15: Project Scale** (*~August 18 – June 30*)
  - The project identified and implemented in the first year will be continued in the second year or a new project will be identified, with the Fellow serving as operational and intellectual lead.
  - Objective: Develop, implement, scale and measure a population health program and/or strategy.
- **Rotation #16: Risk Coding** (*~August 19 – September 19*)
  - Exposure to risk adjustment within population health with opportunities to review year to date performance on risk capture scoring and identify practice based solutions for reporting top diagnoses. One-month mentorship/shadowing with Frannie Kronenberg, MD, Associate Medical Director, Coding, Center for Population Health.
  - Objectives:
    - Review year to date performance on risk capture scoring.
    - Identify practice based solutions for reporting top diagnoses.