
Building the Right Team: Hiring for Care Delivery Improvement

Health Systems Transformation Research

Coordinating Center

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Background

- Innovative care models require team members to take on new roles and responsibilities that go beyond traditional administrative or clinical support roles. These roles enable patient-centered, coordinated care that focuses on holistic understanding of the patient and addressing their healthcare needs in the context of their social environment. Determining what to include in job descriptions can be difficult, as these roles may be new and unique.
- Purpose: To provide templates for job descriptions and tips for recruitment efforts that will support organizations building their transformation team.
- Note: This tool compiles suggestions and information from various sources and is not intended to be a prescriptive resource. The development and implementation of elements of a job description outlined in this document should be adapted to the individual context of the intended care setting.

Elements of Job Descriptions

This template outlines the pieces of job descriptions that are important to include to ensure your team recruits the best candidates. These elements include:

- Job title and purpose
- Details of the program or innovative intervention
- Essential duties and responsibilities
- Required and preferred qualifications
 - Education
 - Experience
 - Knowledge, skills, and abilities
- Working environment
- Physical demands (if applicable)

Tips for Writing Job Descriptions

When drafting a job description, you want to be sure it captures the audience's interest but also creates a clear and accurate understanding of the role. Here are few tips to walk that balance:

- Write using straightforward, simple wording
- Be concise and direct
- Avoid abbreviations
- Focus on essential activities
- Focus on assigned duties
- Use descriptive language to detail processes, tasks, or operations to avoid ambiguity

Throughout this document, excerpts from a job description from Heartland Health Centers will be highlighted as examples of the components of a job description for a care team coordinator for their innovative approach. Their program leverages a care team coordinator to support a patient through primary care visits and work directly with the physician and patient throughout the entire care journey.

Crafting the Right Job Description

Job descriptions must accurately depict the duties and responsibilities of the position. But in the case of innovative programs that take into consideration multiple social health needs as well, it is also important to ensure potential applicants understand the vision of your organization. Highlighting the core factors of the mission, vision, and culture of your organization provides a platform to share about ongoing practice transformation and attract applicants who will fit in with your organization’s culture and values.

Figure. 1 HHC Mission Statement for Job Description

HHC Mission, Vision & Culture	
<p><i>Mission:</i> Our mission is to improve the well-being of the communities we serve by providing accessible, high-quality healthcare. At HHC, we believe that healthcare is a human right and we aim to deliver healthcare from the heart every day.</p> <p><i>Vision and Strategy for Practice Transformation:</i> Our vision is to be national leader in community-based healthcare by advancing innovative service models and patient-centered best practices. To accomplish our goals, we know we can't work harder but we must work smarter, and we are strongly committed to creating a more patient-centered care model using a two-pronged strategy: the team-based care movement and the innovation center.</p> <p><i>Healthcare from the HEART Culture and Values:</i></p> <ul style="list-style-type: none"> ♥ Humility: We believe all voices matter. ♥ Empathy: We have compassion for the experience of others ♥ Adaptability: We adopt an openness to learning and belief in our unlimited potential ♥ Relationships: We foster respectful relationships as they are the foundation of collaboration ♥ Trust: We assume good intentions in our interactions with each other 	
<p>Job Title: Coordinator, Care Team I Job Code: HBU28 Effective: March 2021 Management: No FLSA Status: Non-Exempt</p>	<p>EEO Category: Technician Union Position: Yes NAICS Workers' Comp: 8810 Job Class: Technical Is This a Provider Position: No</p>
<small>Heartland Health Centers makes all hiring and employment decisions, and operates all programs, services, and functions without regard to race, receipt of an order of protection, creed, color, age, gender, gender identity, marital or parental status, religion, ancestry, national origin, amnesty, physical or mental disability, protected veterans status, genetic information, sexual orientation, immigrant status, political affiliation or belief, use of FMLA, VESSA, military, and family military rights, ex-offender status (depending on the offense and position to be filled), unfavorable military discharge, membership in an organization whose primary purpose is the protection of civil rights or improvement of living conditions and human relations, height, weight, or HIV infection, in accord with the organization's AIDS Policy Statement of September 1987.</small>	

There should be a summary that gives specific details of the program they would be supporting and how this role would support the work. This could include a description of the mission or vision of the program, noting specifically what role the position plays in moving the mission forward to provide high-quality care to individuals served. This should follow immediately after the job title and serve to narrow in on the purpose of the role.

Figure. 2 HHC Job Description Summary

Job Description	
Job Classification:	Coordinator, Care Team I
Reports To:	Manager, Community Health Center
FLSA Status:	Non-Exempt
Revised Date:	March 2021
Summary: The Coordinator, Care Team I is at the core of Heartland Health Centers' (HHC) advanced team-based care model. The CTC is critical in building trusting, supportive, and healing relationships with patients. The CTC participates on a care team with a primary care provider and one other CTC, working with them to help patients meet their preventive, chronic disease, and acute care needs. Much of the role is patient-facing visit-based care and includes establishing rapport with patients, setting visit agendas and gathering history, performing vital signs, documenting, facilitating communication between patient and rest of care team, and ensuring patient understanding of their care plan.	

Next, include the essential duties and responsibilities of the role. These should be well-described and comprehensive. For care coordination roles this could include the specific elements of patient care, such as pre-visit planning, intake, care appointment, discharge, and follow-up. It may include expectations for team-based care coordination for individual patients and / or management of a specific population of patients in your program. The description should lay out the specific operational responsibilities for each component of the role. However, as these innovative programs are unique, this section may also need to include responsibilities for building and maintaining relationships across partner organizations to foster continuity of care or contribute to innovative and strategic thinking for growth. Example language for improvement and innovation responsibilities is included below, in Figure 3.

Figure 3. HHC Job Description of Improvement/Innovation Responsibilities

<u>Improvement / Innovation</u> <ul style="list-style-type: none">• Contributes to open team forums and care team meetings on all aspects of the innovation projects and process improvements by listening, sharing input and ideas and enacting decisions and plans• Actively involved in on-going quality initiatives

A job description will include required and preferred qualifications such as education and/or experience requirements. The description should also lay out what competencies are expected, such as familiarity with electronic health records, specific software, or knowledge in topics like medical terminology and healthcare quality. Your organization may also choose to include personal attributes that are desired for members of your team. These could include personal traits such as:

- Flexibility
- High-quality communication skills
- Compassionate and empathic personality traits
- Organizational and time management skills
- Tendencies to be a self-starter and take initiative
- Problem solving experience and capabilities

Two final elements that should include are any physical demands, if applicable, and a description of the work environment. This is important if the physical aspect of the job is pertinent to the applicant's ability to perform the essential functions, including ambulatory aspects, lifting or moving heavy objects, supporting or restraining patients physically, and/or communication and vision requirements. And lastly, it is important for healthcare settings to mention the work environment, as it may be unique when compared to other typical office environments. It could be useful to mention noise level, if there are multiple facilities tied to the health system or program that an applicant would be required to work at, and/or if there are any health impacts due to exposure to pathogens that are an inherent risk in health system settings.

Using these elements to inform the development of your job description will allow your organization to effectively describe the position, set applicant expectations, and instill the mission and vision of your program into any potential applicants.

Techniques for Recruiting Specific Talent

The world of hiring and recruiting employees has evolved over the last few years, compounded by specific conditions created by the public health emergency. With the high rates of turnover and competition for talent, it is necessary to think about the specifics of what you are offering and how you are positioning your organization in the broader job market. To set up your recruitment process for success, a few key points that you should make clear include:

- Make sure your organization's mission and values are clear and appealing, focusing on how the overall culture impacts customers and employees
- Create and emphasize an employee-focused culture that promotes individual growth and flexibility to support employees long-term
- Bring on your best ambassadors into the recruiting process, even if they may not be specifically designed for external recruitment, to provide a trusted source for potential talent
- Revisit and boost your online presence through website redesign and social media efforts
- Personalize your approach to potential employees – including direct communication and focusing on persona traits when establishing roles

Evaluation Criteria

When evaluating potential candidates, your organization will want to think about how well the individual will be able to handle the job responsibilities, their potential and desire for professional growth, and their interpersonal skills to become a valuable and positive member of your team. But quantifying these skills, or quickly assessing for them, can prove difficult. When interviewing a potential candidate, you may not have the capability to extensively evaluate ability, interpersonal skills, adaptability, leadership potential, or drive. There are tests you can include in your evaluation process, if desired. To assess ability, you can leverage a work sample test – to observe the candidate performing tasks associated with the role. To assess interpersonal skills, emotional intelligence can be an indicator of desired characteristics and can be assessed through psychometric tests that can speak to how an individual forms relationships with others

and behaves in team-based environments. Lastly, drive and leadership capability can be measured through tests that focus on ambition and motivation or identified behaviorally.

These specific categories can focus your hiring team on attributes that would have the highest impact on evaluating a candidate's potential for success. You may not feel comfortable utilizing all tests for these traits and in that case, these categories can help your team guide interview questions and prompts for the potential candidate. When interviewing, teams should focus on questions that ask the candidate to speak to these key markers of high potential. Ask the candidate to describe situations that they have been in, or could potentially find themselves in, and how they would handle them. Experiences and situational examples will shed light on how an employee may use these key indicators in a real-world situation. Using these categories for developing interview questions and evaluating candidates internally can provide a structure for the hiring team to make decisions and find the best candidates.

Key Indicators for Evaluation:

- Performance ability
- Drive to succeed and grow
- Interpersonal skills
- Adaptability
- Leadership qualities

About Us

A healthcare consulting firm for more than 20 years, Avalere Health partners with leading life sciences companies, health plans, providers, and investors to bring innovative, data-driven solutions to today's most complex healthcare challenges. For more information, please contact info@avalere.com. You can also visit us at avalere.com.

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