



## QUALITY IMPROVEMENT AND POPULATION HEALTH DIRECTOR

**Position Status:** Exempt  
**Reports To:** Chief Medical Officer  
**Effective Date:** 08/02/10  
**Revised Date:** 02/01/23  
**Job Level:** M3

### POSITION SUMMARY

Under policy direction, this position:

1. Provides strategic management oversight in implementing, directing and monitoring the Alliance's Quality Improvement and Population Health Department functions
2. Directs the Quality Improvement and Population Health Department, acts as a subject matter expert, and provides executive level advice and guidance on the Department's functions and overall business operations
3. Directs, manages and supervises Quality Improvement and Population Health Department staff
4. Performs other duties as assigned

### RESPONSIBILITIES

1. Provides strategic management oversight in implementing, directing and monitoring the Alliance's Quality Improvement and Population Health Department functions, with duties including but not limited to:
  - Designing, developing, and managing Quality Improvement and Population Health Department services and deliverables, including clinical programs related to quality improvement, population health, clinical safety and other Health Services initiatives
  - Overseeing the development and implementation of the population health program, in collaboration with other Alliance Departments and with assistance from the Quality and Population Health Manager, including initiatives for targeted interventions in alignment with the Alliance's vision and mission
  - Overseeing the Quality Improvement System (QIS) for Managed Care, referred to as the Alliance Quality and Performance Improvement Program (QPIP), including the Managed Care Accountability Set (MCAS)/Health Effectiveness Data and Information Set (HEDIS), Health Programs, and Care-based Incentive(CBI) programs, and ensuring compliance with regulatory reporting requirements
  - Providing organizational-wide leadership for the Alliance's QPIP through monitoring, evaluating, and taking effective action on any needed improvements in the quality of care delivered
  - Overseeing delegated oversight for quality improvement activities, including overseeing pre-delegation evaluations and ongoing evaluation of delegate or subcontractors to ensure compliance with Alliance standards, and implementation of corrective action plans
  - Overseeing the investigation of suspected clinical quality of care issues and trends and ensuring that identified issues are promptly corrected through monitoring and corrective action plans in collaboration with the Compliance Department, Provider Services Department, and Chief Medical Officer (CMO) or designee

- Developing, implementing, and maintaining programs, policies and procedures to meet Alliance goals and ensure regulatory and contractual compliance
  - Coordinating relationships with clinical and social service agencies and documenting protocols for agency communications and referrals pertaining to quality improvement activities, including Memorandums of Understanding
  - Attending and providing support to clinical committee meetings
  - Assisting the Medical Director in managing QPIP programs, including MCAS/HEDIS and quality study research, and ensuring compliance with related regulatory reporting requirements
  - Participating in the Alliance's Grievance system by incorporating a continuous quality improvement process related to grievance resolution
  - Advising executive leadership on strategic issues involving the QPIP
  - Managing the Alliance's preparations and response to regulatory and internal medical audits, acting as liaison with auditors, and constructing corrective action plans
  - Providing leadership in planning and implementing of selected National Committee for Quality Assurance (NCQA) standards throughout the organization
  - Overseeing and conducting community outreach and education regarding the Alliance's medical management policies and health programs
  - Collaborating with other Alliance departments on clinical and data issues, trends, and opportunities for improved outcomes and reporting
  - Meeting with medical providers and member advocates to explain and discuss the Alliance's benefit definitions, health programs, and medical management policies
  - Developing responses and proposals to address needs in the provider and advocacy communities
  - Responding to media inquiries by explaining Alliance programs and medical management policies, as directed
  - Ensuring and evaluating the application of statistical modeling methodologies related to the development of health plan, provider and member analysis
2. Directs the Quality Improvement and Population Health Department, acts as a subject matter expert, and provides executive level advice and guidance on the Department's functions and overall business operations, with duties including but not limited to:
- Participating in the general administration of the Alliance as a member of the executive management team by providing input into the problem-solving and decision-making process
  - Participating in strategic planning and implementation of the Quality Improvement and Population Health Department operational goals related to the growth and development of Alliance business operations
  - Ensuring that Quality Improvement and Population Health Department goals and activities are in alignment with the Alliance strategic plan
  - Conducting complex research and analysis related to quality improvement and population health strategies
  - Assisting in formulating strategic plans and goal setting in support of Alliance programs
  - Modeling and promoting effective interdepartmental communication
  - Preparing narrative and statistical reports and making presentations
  - Developing performance measures related to strategic goals and new projects and presenting to staff and the Board of Commissioners, as directed by the CMO
  - Preparing reports for the Board of Commissioners package for review by the CMO

- Drafting, recommending, and implementing administrative policies and processes and procedures related to Quality Improvement and Population Health Department operations
  - Maintaining current knowledge of relevant Federal and State laws, policies and directives, and organizational policies and procedures, including regulatory requirements related to quality improvement and population health, communicating changes to staff, and ensuring that all requirements are met
  - Monitoring legislative and legal changes related to Alliance functions and ensuring appropriate communication of same
  - Reviewing and assessing overall department functions, core work, goals and structure, developing and implementing short- and long-term planning to achieve strategic objectives, and completing an annual department assessment
  - Overseeing the preparation and maintenance of records, reports and related documents
  - Overseeing, coordinating and participating in a variety of committees, including the Continuous Quality Improvement Committee (CQIC), both Core and Interdisciplinary Continuous Quality Improvement Workgroups (Core CQIW, CQIW-I), Peer Review and Credentialing Committee (PRCC), and other committees relevant to the QPIP
  - Developing and managing the Quality Improvement and Population Health Department operations and budget
  - Attending and participating in internal and external meetings related to Alliance business operations
  - Providing support to the CMO, including leading or supporting activities within the Health Services Division as directed, such as monitoring and tracking of Health Services analytics, clinical analytics and reporting, and performance improvement
3. Directs, manages and supervises Quality Improvement and Population Health Department staff, with duties including but not limited to:
- Participating in the hiring, selection, and salary administration of Department employees
  - Ensuring Quality Improvement and Population Health Department staff maintains up-to-date knowledge, skills and abilities related to the administration of assigned responsibilities and functions
  - Identifying, overseeing and assisting with objectives, priorities, assignments and tasks and reviewing work products as needed
  - Providing mentoring, coaching, and development and growth opportunities for staff and subordinate managers and supervisors
  - Evaluating employee performance, providing feedback to staff, and counseling or disciplining staff when performance issues arise
4. Performs other duties as assigned

## EDUCATION AND EXPERIENCE

- Current unrestricted license as a Registered Nurse, Physical Therapist, Occupational Therapist, Podiatrist, Respiratory Therapist, or other health care license issued by the State of California
- Bachelor's degree in Nursing, Health Administration, Behavioral Health, Social Science or a related field and a minimum of ten years of quality improvement experience which included a minimum of five years of experience in a managed care environment, four years of clinical experience, and three years of staff management experience (a Master's degree may

substitute for two years of the required experience); or an equivalent combination of education and experience may be qualifying

## KNOWLEDGE, SKILLS, AND ABILITIES

- Thorough knowledge of the principles and practices of quality improvement and population health
- Thorough knowledge of the healthcare industry and the principles and practices of healthcare planning, population management, and process and outcomes measurement
- Thorough knowledge of the principles and practices of a value-based healthcare environment
- Thorough knowledge of the principles and practices of managed care
- Thorough knowledge of and proficiency in research, analysis and reporting methods
- Thorough knowledge of and proficiency in promoting and applying change management principles
- Working knowledge of healthcare regulatory processes, medical terminology and related procedures, and diagnostic coding
- Working knowledge of the principles and practices of program development and project management
- Working knowledge of the principles and practices of customer service
- Working knowledge of the principles and practices of supervision and training
- Working knowledge of statistical analysis
- Working knowledge of and proficiency with Windows based PC systems and Microsoft Word, Excel, Outlook and PowerPoint, and database software
- Some knowledge of Medi-Cal, Title 22, Knox Keene, Medicaid, Medicare, entitlement programs, and related regulations
- Some knowledge of State and Federal legislative processes
- Ability to direct, manage, supervise, mentor, train and evaluate the work of staff
- Ability to develop, plan, organize and direct programs and activities that are complex in nature and regional in scope
- Ability to provide leadership, facilitate meetings, and partner with and guide managers and employees in the resolution of issues
- Ability to act as a technical resource and explain complex laws, regulations, processes, and programs related to area of responsibility
- Ability to demonstrate strong clinical skills and evaluate medical records and other health care data
- Ability to demonstrate strong analytical skills, accurately collect, manage and analyze data, identify issues, offer recommendations and potential consequences, and mitigate risk
- Ability to identify and resolve problems in a timely manner
- Ability to manage multiple projects simultaneously, organize work, and achieve goals and timelines
- Ability to review and assess overall department function, core work, goals and structure, develop and implement short- and long-term planning to achieve strategic plans, and complete an annual department assessment
- Ability to foster effective working relationships, influence others and build consensus with individuals at all levels in the organization

- Ability to demonstrate a collaborative management style, build rapport, and effectively manage internal and external business relationships including with members of the medical community, community agencies, and board members
- Ability to make presentations and adjust communication style in order to facilitate collaboration and understanding
- Ability to prepare narrative and statistical written reports, oral reports, correspondence, and other program documents
- Ability to develop and monitor department, program and project budgets
- Ability to develop recordkeeping systems and maintain organized and accurate records
- Ability to identify new processes and systems to improve productivity and results

#### DESIRABLE QUALIFICATIONS

- Master's degree in Nursing, Behavioral Health, Social Science or a related field
- Experience working in a Medi-Cal environment
- Experience performing work involving both inpatient and outpatient care
- Working knowledge of SQL

#### WORK ENVIRONMENT

- Ability to sit in front of and operate a video display terminal for extended periods of time
- Ability to bend, lift, and carry objects of varying size weighing up to 10 pounds
- Ability to travel to different locations in the course of work

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*This position description, and all content, is representative only and not exhaustive of the tasks that an employee may be required to perform. Employees are additionally held responsible to the Employee Handbook, the Alliance Standard Knowledge, Skills and Abilities and the Alliance Code of Conduct. The Alliance reserves the right to revise this position description at any time.*