Approaches to Population Health in 2018: A National Survey of Hospitals

AHA Center for Health Innovation
November 2019
Overview

- Survey Methodology and Respondent Characteristics
- Key Findings
  - Strategy and Definitions
  - Structure
  - Social Needs
Methodology

- Survey developed in Fall 2017/Winter 2018
- Mailed to 6,281 U.S. hospitals
- In the field from March through September 2018
- Response rate = 16.5% (N = 1,039)

- Key respondent characteristics*
  - Northeast and Midwest overrepresented, South underrepresented.
  - Large hospitals and teaching hospitals overrepresented, small hospitals underrepresented.
  - Not-for-profit and government hospitals overrepresented. For-profit hospitals underrepresented.

*Results presented in this report are based on hospitals that responded to the survey. Respondents are not representative of the entire nation, so generalization of responses is not possible.

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
### Respondent Characteristics

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>N</th>
<th>Respondent Percent</th>
<th>National Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Region</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Midwest</td>
<td>315</td>
<td>30.43</td>
<td>27.16</td>
</tr>
<tr>
<td>Northeast</td>
<td>192</td>
<td>18.55</td>
<td>12.89</td>
</tr>
<tr>
<td>South</td>
<td>335</td>
<td>32.37</td>
<td>39.86</td>
</tr>
<tr>
<td>West</td>
<td>188</td>
<td>18.16</td>
<td>18.94</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>0.48</td>
<td>1.15</td>
</tr>
<tr>
<td><strong>Setting</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban</td>
<td>711</td>
<td>68.7</td>
<td>67.75</td>
</tr>
<tr>
<td>Rural</td>
<td>324</td>
<td>31.3</td>
<td>32.25</td>
</tr>
<tr>
<td><strong>Hospital (bed) size</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Up to 25 beds</td>
<td>215</td>
<td>20.77</td>
<td>22.35</td>
</tr>
<tr>
<td>26 - 99</td>
<td>259</td>
<td>25.02</td>
<td>32.90</td>
</tr>
<tr>
<td>100 - 299</td>
<td>323</td>
<td>31.21</td>
<td>30.56</td>
</tr>
<tr>
<td>300 - 499</td>
<td>142</td>
<td>13.72</td>
<td>9.06</td>
</tr>
<tr>
<td>500 or more</td>
<td>96</td>
<td>9.28</td>
<td>5.13</td>
</tr>
</tbody>
</table>

*Denotes that survey sample differs significantly from national profile (P<.05).

**Source:** AHA 2018 Population Health, Equity and Diversity in Health Care Survey
## Respondent Characteristics

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>N</th>
<th>Respondent Percent</th>
<th>National Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ownership/Control</strong>*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government, non-federal</td>
<td>234</td>
<td>22.61</td>
<td>19.64</td>
</tr>
<tr>
<td>Government, federal</td>
<td>30</td>
<td>2.90</td>
<td>3.36</td>
</tr>
<tr>
<td>Investor-owned, for profit</td>
<td>104</td>
<td>10.05</td>
<td>26.77</td>
</tr>
<tr>
<td>Nongovernment, not-for-profit</td>
<td>667</td>
<td>64.44</td>
<td>50.22</td>
</tr>
<tr>
<td><strong>Affiliated with a Health System</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>671</td>
<td>64.83</td>
<td>65.39</td>
<td></td>
</tr>
<tr>
<td><strong>Teaching Hospital</strong>* (major or minor)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>510</td>
<td>49.28</td>
<td>38.41</td>
<td></td>
</tr>
<tr>
<td><strong>Type of Service</strong>*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acute LTC Hospital</td>
<td>23</td>
<td>2.22</td>
<td>6.22</td>
</tr>
<tr>
<td>Cardiology</td>
<td>2</td>
<td>0.19</td>
<td>0.27</td>
</tr>
<tr>
<td>General Medical &amp; Surgical</td>
<td>883</td>
<td>85.31</td>
<td>74.15</td>
</tr>
<tr>
<td>Obstetrics &amp; Gynecology</td>
<td>1</td>
<td>0.10</td>
<td>0.14</td>
</tr>
<tr>
<td>Oncology</td>
<td>2</td>
<td>0.19</td>
<td>0.29</td>
</tr>
<tr>
<td>Pediatric/Neonatal</td>
<td>22</td>
<td>2.13</td>
<td>2.26</td>
</tr>
<tr>
<td>Psychiatric</td>
<td>64</td>
<td>6.18</td>
<td>9.03</td>
</tr>
<tr>
<td>Rehabilitation</td>
<td>26</td>
<td>2.51</td>
<td>4.52</td>
</tr>
<tr>
<td>Other</td>
<td>12</td>
<td>1.16</td>
<td>3.12</td>
</tr>
</tbody>
</table>

*Denotes that survey sample differs significantly from national profile.

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Selected Findings: Strategy and Definitions

- Most respondents define their target population for population health management by “disease or condition,” while community health population is defined by “geographic area or community.”

- More than 90% of responding hospitals reported community investment through local hiring, 75% reported local purchasing.

- Primary reasons reported for investing in population health:
  - Adoption of new models of care (32%)
  - Mission-driven to address social determinants of health (25%)
  - Meet community and patient demands (24%)

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Selected Findings: Structure

- Executive leadership has primary responsibility for population health management (74%) and community health (61%) activities.

- Respondents reported broad involvement in implementing population health strategies and initiatives, including:
  - 75% reported clinical leader involvement in population health management.
  - 60% reported front-line clinical staff involvement in population health management.
  - 68% reported community representative involvement in community health strategy implementation.

**Source:** AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Selected Findings: Meeting Patients’ Social Needs

- Over three-quarters (77%) of respondents reported screening patients for social needs.

- Those who do screen reported screening patients for a broad range of needs, including:
  - Health behaviors (86%)
  - Housing instability (75%)
  - Food insecurity (75%)
  - Domestic/interpersonal violence (74%)
  - Social isolation (70%)

- Two-thirds (66%) reported documenting patients’ social needs in the electronic health record.

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Strategy and Definitions
**Population Health as a Strategy**

**Population health management** refers to the process of improving clinical health outcomes of a defined group of individuals through improved care coordination and patient engagement supported by appropriate financial and care models.

**Community health** refers to non-clinical approaches for improving health, preventing disease and reducing health disparities through addressing social, behavioral, environmental, economic and medical determinants of health in a geographically defined population.

*Definitions provided in AHA 2018 Population Health, Equity and Diversity in Health Care Survey*
Reflection in Strategic Plan

Percentage of respondents who reported strategies being reflected in their organization’s strategic plan.

- 82% for Population Health Management
- 86% for Community Health

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
How Do Hospitals Define Their Populations?

How respondents defined their populations for population health management and community health activities.

- Individuals for whom you have a financial risk
- Individuals who may utilize your hospital or health care system
- Individuals experiencing a certain disease or condition
- Individuals living in a specified geographic area or community
- Individuals with specific age or life phase-related health needs

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Hospitals’ Local Investment Strategies

Percentage of respondents who reported investment strategies in local hiring, purchasing and investing.

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Measuring Return on Community Investment Strategies

Percentage of respondents employing community investment strategies and measuring ROI.

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Primary Reason for Investing in Population Health

Percentage of respondents reporting each primary reason for investing.

- 32% Adoption of New Models of Care (e.g. ACOs, PCMH)
- 25% Mission-driven to Address Social Determinants of Health
- 24% Meet Patient and Community Demands
- 7% Meet Community Benefit Requirements
- 5% Meet Performance Improvement Goals
- 8% Adoption of New Performance/Risk Payment Contracts

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Structure
Which Department Has Primary Responsibility for Population Health Activities?

Departments identified by respondents as having primary responsibility for managing population health activities.

- Administrative/Executive: 61%
- Clinical Department: 35%
- Community Benefit: 21%
- Community Outreach: 48%
- Community Health Education: 55%
- Development: 50%
- Population Health: 55%
- Wellness: 30%
- Strategic Planning: 34%

- Population Health Management
- Community Health

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Who Leads Population Health Work at Hospitals?

Hospital staff position that respondents reported as overseeing population health activities.

- Population Health Management
- Community Health

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Who Is Involved in Implementation of Population Health Strategies and Initiatives?

- Population Health Management
- Community Health

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Meeting Patients’ Social Needs
Screening for Patients’ Needs

Percentage of respondents who reported screening patients for social determinants of health.

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
For Which Needs Are Hospitals Screening Patients?

- Housing: 75%
- Food Insecurity or Hunger: 75%
- Utility Needs: 36%
- Interpersonal Violence: 74%
- Transportation: 69%
- Employment and Income: 53%
- Education: 52%
- Social Isolation: 70%
- Health Behaviors: 86%

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Percentage of respondents who reported they record the social determinants of health screening results in their EHR.

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
How Are Hospitals Meeting Patients’ Needs?

Percentage of respondents who identified having programs or strategies addressing patients’ needs related to:

- Housing: 46%
- Food Insecurity or Hunger: 63%
- Utility Needs: 30%
- Interpersonal Violence: 45%
- Transportation: 71%
- Employment and Income: 36%
- Education: 56%
- Social Isolation: 51%
- Health Behaviors: 85%

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
Tracking the Impact of Social Determinants of Health Activities

Percentage of respondents who reported using metrics to track the results from activities done to address social determinants of health.

Source: AHA 2018 Population Health, Equity and Diversity in Health Care Survey
For more information and additional tools and resources, visit the AHA’s Population Health page:

http://www.aha.org/pophealth