

**CROSSWALK: SHM Core Competencies of a Hospital Medicine Practice Administrator and SHM Key Principles and Characteristics of an Effective Hospital Medicine Group (HMG)**

This table illustrates the relationships between two frameworks developed by the Society of Hospital Medicine (SHM): 1) the Core Competencies of a Hospital Medicine Practice Administrator (X-axis); 2) the Key Principles and Characteristics of an Effective Hospital Medicine Group (Y-axis). Within each cell, there is a rating followed by an explanation. The rating is as follows: 3 STARS: Core Competency Domain Has Major Impact on Key HMG Principle, 2 STARS: Core Competency Domain Has Moderate Impact on Key HMG Principle, 1 STAR: Core Competency Domain Has Minor Impact on Key HMG Principle.

Key Principles for HMG	HM Practice Administrator's Role and/or Interaction with the HMG Key Principle	Core Competencies for HM Practice Administrators								
		Domain 1 Business Operations	Domain 2 Financial Management	Domain 3 Grants Management	Domain 4 Human Resources	Domain 5 Information Management	Domain 6 Organizational Governance	Domain 7 Patient Care Systems	Domain 8 Quality Improvement	Domain 9 Risk Management
<b>Principle 1: The HMG has effective leadership</b>		3 STARS	3 STARS	1 STAR	3 STARS	2 STARS	3 STARS	2 STARS	2 STARS	1 STAR
<p><b>Characteristic 1.1</b> - The HMG has one or more designated hospitalist practice leaders with appropriate dedicated administrative time.</p> <p><b>Characteristic 1.2</b> - The HMG has an active leadership development plan that is supported with appropriate budget, time and other resources.</p> <p><b>Characteristic 1.3</b> - The HMG's hospitalist practice leader has an important role within the hospital and medical staff leadership.</p>	<p>* HMG leadership needs to be viewed from a "DYAD" perspective — clinicians and administrators.</p> <p>* Leadership crosses all of the Core Competency domains.</p>	<p>* HMG administrative leaders can make an important contribution to HMG success by improving Business Operations.</p>	<p>* Most HMG administrative leaders have a major role in HMG Financial Management.</p>	<p>* Grants Management is more of a technical skill than a leadership skill.</p>	<p>* An important element of leadership is creating an organizational culture. HMG administrators can play an important role in addressing this issue.</p>	<p>* HMG administrative leaders can make an important contribution to HMG success by improving Information Management.</p>	<p>* Most HMG administrative leaders have a major role in HMG Organizational Governance.</p>	<p>* Although it is the clinicians who deliver care, HMG administrative leaders can make an important contribution to HMG success by participating in initiatives related to Patient Care Systems.</p>	<p>* Although it is the clinicians who deliver care, HMG administrative leaders can make an important contribution to HMG success by participating in initiatives related to Quality Improvement.</p>	<p>* Risk Management is more of a technical skill than a leadership skill.</p>
<b>Principle 2: The HMG has engaged hospitalists</b>		3 STARS	2 STARS	2 STARS	3 STARS	2 STARS	3 STARS	2 STARS	3 STARS	1 STAR
<p><b>Characteristic 2.1</b> - The HMG conducts regularly scheduled meetings to address key issues for the practice and the hospitalists actively participate in such meetings.</p> <p><b>Characteristic 2.2</b> - The HMG's hospitalists receive regular, meaningful feedback about their individual performances and contributions to the HMG and the hospital/health system.</p> <p><b>Characteristic 2.3</b> - The HMG's vision, mission and values are clearly articulated and understood by all members of the HMG team.</p> <p><b>Characteristic 2.4</b> - Hospitalists in the HMG know the performance status of both the group and the hospital.</p>	<p>* HMG administrative leaders can make a significant contribution to engaging hospitalists by helping to create a vision and infrastructure for the HMG.</p>	<p>* Clinician engagement can improve with 1) meetings and communications; and 2) effective reporting systems. These Business Operations issues can be the purview of the administrative leader.</p>	<p>* How the HMG spends its money can contribute to the engagement of HMG clinicians.</p>	<p>* In academic HMGs, Grants Management can be an effective tool for engaging many of the hospitalists.</p>	<p>* Ultimately, clinician engagement is a Human Resources issue. Administrative leaders can play an important role in creating an HMG "culture of engagement."</p>	<p>* Ineffective information systems lead to clinician frustration. Administrative HMG leaders can help improve engagement by improving Information Management.</p>	<p>* Most HMG administrative leaders have a major role in HMG Organizational Governance.</p>	<p>* Although it is the clinicians who deliver care, HMG administrative leaders can make an important contribution to HMG success by participating in initiatives related to Patient Care Systems.</p>	<p>* Although it is the clinicians who deliver care, HMG administrative leaders can make an important contribution to HMG success by participating in initiatives related to Quality Improvement.</p>	<p>* Risk Management is more of a technical skill than a leadership skill.</p>
<b>Principle 3: The HMG has adequate resources</b>		3 STARS	3 STARS	1 STAR	2 STARS	2 STARS	1 STAR	3 STARS	2 STARS	2 STARS
<p><b>Characteristic 3.1</b> - The HMG has defined its needs for non-clinician administrative management and clerical support and is adequately staffed to meet these needs.</p> <p><b>Characteristic 3.2</b> - All HMG team members (including physicians, nurse practitioners, physician assistants and ancillary staff) have clearly defined, meaningful roles.</p> <p><b>Characteristic 3.3</b> - The HMG has followed an objective approach to determine the HMG's staffing needs.</p>	<p>* HMG administrators can play a key role in assuring adequate resources for an HMG, in light of their role in the HMG budget process and their interface with other administrative departments within the hospital.</p>	<p>* Through Business Operations, HMG administrators can assure resources are integrated and leveraged to deliver care and produce value.</p>	<p>* How the HMG spends its money can contribute to the engagement of HMG clinicians.</p>	<p>* Grants Management does not directly impact adequate resources.</p>	<p>* HMG administrators impact adequate resources by helping to prepare job descriptions that define the roles of the HMG team members.</p>	<p>* HMG administrators play an important role in Information Management, which facilitates the effective and efficient use of HMG resources.</p>	<p>* Organizational Governance is focused on higher-level decision making and strategy for the HMG, while resource planning and management has more of an operational focus.</p>	<p>* Patient Care Systems require integration and effective deployment of HMG resources. Administrators play an important role in designing Patient Care Systems and assuring they are efficient and effective.</p>	<p>* Quality Improvement is affected indirectly by these six Key Characteristics — budgeting, reporting, policies/procedures, documentation/coding, information systems and strategic planning.</p>	<p>* Risk Management activities in an HMG may require the integration and effective deployment of HMG resources. Administrators often play a role in addressing Risk Management issues in the hospital.</p>
<b>Principle 4: The HMG has an effective planning and management infrastructure</b>		3 STARS	3 STARS	2 STARS	2 STARS	3 STARS	3 STARS	2 STARS	2 STARS	2 STARS
<p><b>Characteristic 4.1</b> - The HMG prepares an annual budget with adequate financial and administrative oversight.</p> <p><b>Characteristic 4.2</b> - The HMG generates periodic reports that characterize its performance for review by HMG members and other stakeholders.</p> <p><b>Characteristic 4.3</b> - The HMG has a current set of written policies and procedures that are readily accessible by all members of the HMG team.</p> <p><b>Characteristic 4.4</b> - The HMG has a documentation and coding compliance plan.</p> <p><b>Characteristic 4.5</b> - The HMG is supported by appropriate practice management information technology, clinical information technology and data analytics.</p> <p><b>Characteristic 4.6</b> - The HMG has a strategic or business plan which is reviewed and updated at least every three years.</p>	<p>* The design, building, and implementation of an HMG's planning and management infrastructure is the primary domain of responsibility for an HMG administrator.</p>	<p>* In Business Operations, HMG administrators are intimately involved with all six elements — budgeting, reporting, policies/procedures, documentation/coding, information systems and strategic planning.</p>	<p>* In Financial Management, HMG administrators are intimately involved with all six elements — budgeting, reporting, policies/procedures, documentation/coding, information systems and strategic planning.</p>	<p>* Grants Management requires its own planning and management infrastructure.</p>	<p>* There are elements of effective Human Resources management required in the design, building and implementation of an HMG's planning and management infrastructure.</p>	<p>* In Information Management, HMG administrators are intimately involved with four of the elements (budgeting, reporting, documentation/coding and information systems), and to a lesser degree two elements (strategic planning and policies/procedures).</p>	<p>* Organizational Governance requires an effective HMG planning and management infrastructure, coordinated by the HMG administrator.</p>	<p>* Patient Care Systems are affected indirectly by these six Key Characteristics — budgeting, reporting, policies/procedures, documentation/coding, information systems and strategic planning.</p>	<p>* Quality Improvement is affected indirectly by these six Key Characteristics — budgeting, reporting, policies/procedures, documentation/coding, information systems and strategic planning.</p>	<p>* Risk Management is affected indirectly by these six Key Characteristics — budgeting, reporting, policies/procedures, documentation/coding, information systems and strategic planning.</p>
<b>Principle 5: The HMG is aligned with the hospital and/or health system</b>		2 STARS	3 STARS	1 STAR	2 STARS	2 STARS	3 STARS	3 STARS	3 STARS	2 STARS
<p><b>Characteristic 5.1</b> - The HMG develops annual goals which align with the goals of the hospital(s) it serves and the goals of the hospitalists' employer (if different).</p> <p><b>Characteristic 5.2</b> - The HMG's compensation model aligns hospitalist incentives with the goals of the hospital and the goals of the hospitalists' employer (if different).</p> <p><b>Characteristic 5.3</b> - The HMG collaborates with hospital patient relations and/or risk management to implement practices that reduce errors and improve the patient's perception of the hospital.</p> <p><b>Characteristic 5.4</b> - The HMG periodically solicits satisfaction feedback from key stakeholder groups, which is shared with all hospitalists and used to develop and implement improvement plans.</p>	<p>* Alignment of the hospital and HMG is a key contextual issue for the nine domains of the Core Competencies. The hospital and the HMG have a symbiotic relationship with mutual interests. HMG administrators need to assure it has consistent attention and communication.</p>	<p>* The Business Operations of an HMG are implemented within the larger operational structure of the hospital.</p>	<p>* Money is an important element of the mutual HMG-hospital relationship. Typically, an HMG requires significant financial support from the hospital. In return, the hospital expects the HMG to provide value and a return on its investment. Often the HMG administrator is a key bridge between the two parties.</p>	<p>* Sometimes the goals of a research grant can align with the goals of the larger institution.</p>	<p>* The goals and priorities of the hospital can be an important consideration for the staffing of the HMG, with regard to both the numbers and types of clinicians.</p>	<p>* The information systems of an HMG are implemented within the larger operational structure of the hospital. There are often conflicts or inefficiencies when attempting to align the information systems of the two entities.</p>	<p>* Either in a formal or informal manner, the goals and priorities of the hospital need to be reflected and addressed in the Organizational Governance structure of the HMG. The administrator can play an important role in catalyzing that relationship.</p>	<p>* Patient Care Systems are at the critical "cross" of the relationship between the hospital and the HMG. The needs and perspectives of both organizations must be addressed in the structure, process, and outcomes of patient care. The HMG administrator can help coordinate this critical issue.</p>	<p>* Quality Improvement is at the critical "cross" of the relationship between the hospital and the HMG. The needs and perspectives of both organizations must be addressed in the structure, process, and outcomes of care quality. The HMG administrator can help coordinate this critical issue.</p>	<p>* Managing and avoiding risk is a mutual concern of both the hospital and the HMG.</p>
<b>Principle 6: The HMG supports care coordination across care settings</b>		2 STARS	2 STARS	1 STAR	3 STARS	2 STARS	2 STARS	3 STARS	3 STARS	2 STARS
<p><b>Characteristic 6.1</b> - The HMG has systems in place to ensure effective and reliable communication with the patient's primary care physician and/or other provider(s) involved in the patient's care in the non-acute care setting.</p> <p><b>Characteristic 6.2</b> - The HMG contributes in meaningful ways to the hospital's efforts to improve care transitions.</p>	<p>* Care coordination and care transitions have become a high priority in the new healthcare paradigm that focuses on value instead of volume. Certain domains of the HMG administrator's Core Competencies are affected more than others.</p>	<p>* Some Business Operations (e.g., follow-up phone calls) can have an impact on care coordination and care transitions.</p>	<p>* The HMG needs to make budgeting decisions with the goals of care coordination and care transitions in mind.</p>	<p>* Some hospitalist research grants may focus on improving care coordination and care transitions.</p>	<p>* Some Human Resources issues (e.g., staffing, performance reviews) may impact care coordination and care transitions. Typically, the HMG administrator has major responsibility for HR issues.</p>	<p>* Information systems and technology are vital ingredients in the design and implementation of effective solutions to care coordination and care transitions.</p>	<p>* As one way to address improved care coordination and care transitions, an HMG administrator may want to consider the inclusion of non-hospitalists (e.g., hospital executives, primary care physicians) in their Organizational Governance process.</p>	<p>* Care coordination and care transitions are vital considerations in the HMG's Patient Care Systems. HMG administrators can play an important role in addressing Patient Care Systems.</p>	<p>* To achieve high-quality outcomes (e.g., fewer readmissions, reduced costs/morbidity), an HMG must address care coordination and care transitions.</p>	<p>* Poor care coordination and care transitions can increase the risks for patients treated by the HMG.</p>

Key Principles for HMG	HM Practice Administrator's Role and/or Interaction with the HMG Key Principle	Domain 1 Business Operations	Domain 2 Financial Management	Domain 3 Grants Management	Domain 4 Human Resources	Domain 5 Information Management	Domain 6 Organizational Governance	Domain 7 Patient Care Systems	Domain 8 Quality Improvement	Domain 9 Risk Management
<p><b>Principle 7: The HMG plays a leadership role in addressing key clinical issues in the hospital and/or health system: teaching, quality, safety, efficiency and the patient/ family experience</b></p> <p><b>Characteristic 7.1</b> - The HMG's hospitalists are committed to teaching other members of the clinical team.</p> <p><b>Characteristic 7.2</b> - The HMG actively seeks to maximize effectiveness of care by consistently implementing evidence-based practices and reducing unwarranted variation in care.</p> <p><b>Characteristic 7.3</b> - The HMG's hospitalists champion and model behaviors intended to promote patient safety.</p> <p><b>Characteristic 7.4</b> - The HMG contributes in meaningful ways to hospital efficiency by optimizing length of stay and improving patient flow.</p> <p><b>Characteristic 7.5</b> - The HMG contributes in meaningful ways to improving the patient and family experience.</p> <p><b>Characteristic 7.6</b> - The HMG contributes in meaningful ways to optimizing clinical resource utilization and cost per stay.</p> <p><b>Characteristic 7.7</b> - The HMG's hospitalists demonstrate a commitment to continuous quality improvement (CQI) and actively participate in initiatives directed at measurably improving quality and patient safety.</p>	<p>* Some Business Operations can have an impact on the clinical issues of quality, safety, efficiency, satisfaction and teaching.</p> <p>* The array of clinical issues addressed in this principle (quality, safety, efficiency, satisfaction, teaching) is likely more of a priority for hospital medicine than for other physician specialties.</p> <p>* HMG administrators play an important collaborative role with the clinical leadership in addressing these issues.</p>	<p>2 STARS</p> <p>* Some Business Operations can have an impact on the clinical issues of quality, safety, efficiency, satisfaction and teaching.</p>	<p>2 STARS</p> <p>* The HMG needs to make budgeting decisions with the goals of quality, safety, efficiency, satisfaction and teaching in mind.</p> <p>* Efficiency and patient flow can have an important impact of the financial performance of the hospital.</p>	<p>2 STARS</p> <p>* The array of clinical issues addressed in this principle (quality, safety, efficiency, satisfaction, teaching) are often the subject of hospitalist research.</p>	<p>2 STARS</p> <p>* Some Human Resources issues (e.g., staffing, performance reviews) may impact the clinical issues of quality, safety, efficiency, satisfaction and teaching.</p>	<p>2 STARS</p> <p>* Information systems and technology are often vital ingredients in the design and implementation of effective approaches to quality, safety, efficiency, satisfaction and teaching.</p>	<p>3 STARS</p> <p>* Given the critical importance of these clinical issues (quality, safety, efficiency, satisfaction, teaching), they are often high priorities for the HMG's Organizational Governance structure and the HMG administrator.</p>	<p>3 STARS</p> <p>* Patient Care Systems are at the critical "nexus" of the clinical issues (quality, safety, efficiency, satisfaction, teaching) identified in this key principle of an effective HMG.</p>	<p>3 STARS</p> <p>* Quality improvement is at the critical "nexus" of the clinical issues (quality, safety, efficiency, satisfaction, teaching) identified in this key principle of an effective HMG.</p>	<p>2 STARS</p> <p>* If these clinical issues (quality, safety, efficiency, satisfaction, teaching) are not addressed effectively, it can increase the risks for the HMG.</p>
<p><b>Principle 8: The HMG takes a thoughtful and rationale approach to its scope of clinical activities</b></p> <p><b>Characteristic 8.1</b> - The HMG has a well-defined, annually reviewed plan for evolving the scope of hospitalist clinical activities to meet the changing needs of its institution.</p> <p><b>Characteristic 8.2</b> - The respective roles of hospitalists and physicians in other specialties in treating patients, including patients that are co-managed, are clearly defined with a clear mechanism to address disagreements about scope and responsibilities.</p> <p><b>Characteristic 8.3</b> - The HMG uses appropriate references to define the clinical responsibilities of hospitalists.</p>	<p>* This key principle is mostly the responsibility of the HMG's clinical leadership. The HMG administrator can play a support role.</p>	<p>1 STAR</p> <p>* Business Operations have a peripheral impact on the HMG's scope of clinical services.</p>	<p>2 STARS</p> <p>* The HMG's scope of clinical services can have important financial implications, both for the hospital and the HMG.</p>	<p>1 STAR</p> <p>* Grants Management has a peripheral impact on the HMG's scope of clinical services.</p>	<p>2 STARS</p> <p>* Some Human Resources issues (e.g., staffing, training) may impact the HMG's scope of clinical services.</p>	<p>1 STAR</p> <p>* The HMG's information systems may impact the ability of the HMG to broaden its scope of clinical services.</p>	<p>3 STARS</p> <p>* The scope of clinical services is a fundamental issue in defining the mission and goals of the HMG. As such it will likely be a high-priority issue to be addressed by the HMG's Organizational Governance structure and HMG administrator.</p>	<p>3 STARS</p> <p>* The HMG's Patient Care Systems reflect the clinical responsibilities of the hospitalists and the scope of clinical activities assumed by the HMG.</p>	<p>3 STARS</p> <p>* The quality of care delivered by the HMG reflects the clinical responsibilities of the hospitalists and the scope of clinical activities assumed by the HMG.</p>	<p>3 STARS</p> <p>* If an HMG assumes responsibility for clinical roles for which the hospitalists are not trained or prepared, it will significantly increase the risks for the HMG. Often the HMG administrator interfaces with the hospital's Risk Management experts.</p>
<p><b>Principle 9: The HMG has implemented a practice model that is patient and family centered, team based, and emphasizes effective communication and care coordination</b></p> <p><b>Characteristic 9.1</b> - The HMG's hospitalists provide care that respects and responds to patient and family preferences, needs and values.</p> <p><b>Characteristic 9.2</b> - The HMG's hospitalists have access to and regularly use patient/family education resources.</p> <p><b>Characteristic 9.3</b> - The HMG actively participates in inter-professional, team-based decision-making with members of the clinical care team.</p> <p><b>Characteristic 9.4</b> - The HMG has effective and efficient internal hand-off processes for both change of shift and change of responsible provider.</p> <p><b>Characteristic 9.5</b> - When serving as attending physician, the HMG's hospitalists (in coordination with other clinicians as appropriate) assure that a coordinated plan of care is implemented.</p>	<p>* Although the practice model is implemented by the HMG's clinicians, HMG administrators can play an important role in the design of "systems" to support the practice model.</p>	<p>2 STARS</p> <p>* Business Operations (communications systems, tracking systems) can have an important impact on the effectiveness of the HMG's practice model.</p>	<p>2 STARS</p> <p>* The HMG needs to make budgeting decisions with the design of its practice model in mind.</p>	<p>2 STARS</p> <p>* The HMG's practice model can be the subject of hospitalist research.</p>	<p>2 STARS</p> <p>* Some Human Resources issues (e.g., staffing, training) may impact the HMG's practice model.</p>	<p>3 STARS</p> <p>* Information systems and technology are often vital ingredients in the design and implementation of the HMG's practice model. Typically, the HMG administrator is intimately involved with these systems.</p>	<p>3 STARS</p> <p>* The hospitalist practice model is a fundamental issue in defining the mission and goals of the HMG. As such it will likely be a high-priority issue to be addressed by the HMG's Organizational Governance structure and HMG administrator.</p>	<p>3 STARS</p> <p>* This core competency domain (Patient Care Systems) and this key principle of an effective HMG (practice model) address the same issue.</p>	<p>3 STARS</p> <p>* The quality of care delivered by the HMG reflects the practice model designed and implemented by the HMG.</p>	<p>2 STARS</p> <p>* A poorly designed or poorly executed practice model can increase the risks for the HMG.</p>
<p><b>Principle 10: The HMG recruits and retains qualified clinicians</b></p> <p><b>Characteristic 10.1</b> - Hospitalist compensation is market competitive.</p> <p><b>Characteristic 10.2</b> - The HMG's hospitalists have valid and comprehensive employment or independent contractor agreements.</p> <p><b>Characteristic 10.3</b> - The HMG's hospitalists are actively engaged in sourcing and recruiting new group members.</p> <p><b>Characteristic 10.4</b> - The HMG has a comprehensive orientation process for new clinicians.</p> <p><b>Characteristic 10.5</b> - The HMG provides its hospitalists with resources for professional growth and enhancement, including access to continuing medical education (CME).</p> <p><b>Characteristic 10.6</b> - The HMG measures, monitors and fosters its hospitalists' job satisfaction, well-being and professional development.</p> <p><b>Characteristic 10.7</b> - The medical staff has a clear mechanism to credential and privilege hospitalists, and the hospitalists hold unrestricted staff privileges in the applicable medical staff department.</p> <p><b>Characteristic 10.8</b> - The HMG has a documented method for monitoring clinical competency and professionalism for all clinical staff and addressing deficiencies when identified.</p> <p><b>Characteristic 10.9</b> - A significant proportion of full time hospitalists in the HMG demonstrate a commitment to a career in Hospital Medicine.</p> <p><b>Characteristic 10.10</b> - The HMG's full time and regular part time hospitalists are board certified or board eligible in an applicable medical specialty or subspecialty.</p>	<p>* The activities associated with this key principle of an effective HMG are very much in the "wheelhouse" of the HMG administrator. In most HMGs, the administrator is actively engaged with compensation, employment contracts, recruitment, orientation, professional development, credentialing, etc.</p>	<p>3 STARS</p> <p>* The HMG administrator often plays an important role in Business Operations related to on-boarding/orientation, recruiting, physician satisfaction surveys, etc.</p>	<p>3 STARS</p> <p>* The activities associated with this key principle have major budgeting/financial implications for the HMG and are often the purview of the HMG administrator.</p>	<p>1 STAR</p> <p>* The HMG may have one or more hospitalists for whom research is an important focus, providing value both to the clinician and to the HMG.</p>	<p>3 STARS</p> <p>* This core competency domain (Human Resources) and this key principle of an effective HMG (recruit/retain qualified clinicians) address the same issue, and are typically the purview of the HMG administrator.</p>	<p>1 STAR</p> <p>* Information systems may play a support role in some of the activities related to this key principle (e.g., recruiting, CME tracking, surveys).</p>	<p>3 STARS</p> <p>* The recruitment and retention of qualified clinicians is critical to the effectiveness of the HMG and is likely to be a priority issue for the HMG Organizational Governance structure and the HMG administrator.</p>	<p>2 STARS</p> <p>* The priorities and philosophy of the HMG with regard to Patient Care Systems may be an important factor in the recruitment and retention of qualified clinicians.</p>	<p>2 STARS</p> <p>* The priorities and philosophy of the HMG with regard to Quality Improvement may be an important factor in the recruitment and retention of qualified clinicians.</p>	<p>3 STARS</p> <p>* The recruitment and retention of qualified clinicians may be one of the most important factors impacting risk for the HMG. HMG administrators are typically involved in this activity.</p>