



ICHOM Newsletter Interview

Caraline Coats, MHSA, Vice President, Bold Goal and Population Health Strategy, Humana

Caraline Coats is Vice President of Humana's Bold Goal and Population Health Strategy, leading Humana's mission to help improve the health of the communities it serves by making it easier for people to achieve their best health.

Coats has been with Humana for over twelve years. She started as a Regional Director of Medicare Operations in Arizona and relocated to Florida, where she became the Vice President of Network Management and subsequently, the Regional Vice President of Network Management for the East Region. In her role before joining the Bold Goal team, Coats served as Vice President of Humana's Value-Based Strategies, leading the organizational advancement of innovative payment models that enable Humana to support providers as population health managers in value-based care relationships.

Prior to Humana, Caraline was Vice President of Operations with Sound Inpatient Hospitalists and Assistant Vice President of Managed Care for IASIS Healthcare in the Arizona and Nevada regions. She credits her understanding and experience working directly with physicians and hospitals for the opportunities she has had with Humana.

Caraline holds an undergraduate degree in biology and a Masters in Health Services Administration from the University of Michigan. She and her family reside in south FL. Outside of Humana, Caraline spends her time with family and volunteers with the YWCA and A Prom to Remember. In addition, she is an active board member with The Humana Foundation, Wider Circle and iCare.

1. Tell us about your current role and responsibilities/key focus?

I currently lead Humana's Population Health Strategy, powered by our Bold Goal to make it easier for our consumers to achieve their best health and outcomes. My team leads various work streams, all geared toward addressing health related social needs, understanding and impacting social determinants of health and building a whole person health care infrastructure.

2. What is your background in healthcare?

With an undergraduate degree in Biology and Psychology and a Masters in Health Services Administration from University of Michigan, I started my career on the health plan side about 20 years ago, leading the management of provider networks. From there, I went to the hospital industry, where I led a multi-system managed care team, followed by an operations VP role with a national hospitalist company. For the past 13 years, I have been

with Humana, a health and well being company, working in Medicare Operations, Provider network, Value Based strategies and currently population health.

3. What is the biggest lesson you have learnt regarding introducing transformational change in healthcare?

To give the permission of time and prioritize your focus on the people and talent who can best sustain and contribute positively to the transformation.

4. What is the most important piece of advice you would offer a peer who is seeking to introduce change in a healthcare setting?

Focus on the people around you. You can't do it alone – surround yourself with strong talent and focus on building a positive culture. With the right people and culture, change is fun.

5. What do you think are the biggest obstacles to successful change programs in healthcare?

Similar to my answers above, not having the right talent and/or culture. Change is not a bad thing with the right team and environment.

6. How do healthcare providers need to transform their services in order to improve both clinical and social health outcomes for their patients?

Change their mindset. Our healthcare isn't clinical or social – it is both. Invest in treating the whole person.

7. What advice would you offer on community based healthcare delivery?

Pursue outcomes based funding to create sustainability

8. How does Humana's Bold Goal and Population Health Strategy align with the principles of value based healthcare and what are Humana's strategic priorities in regards to improving patient outcomes?

The principles of value based care are fundamental to Humana's population health strategy and Bold Goal as it is rooted in aligning incentives across the industry to build a sustainable infrastructure, made up of value based providers and the community, to diagnose and treat whole person health. The essence of Humana's Bold Goal is to make it easier for our consumers to achieve their best health with improved outcomes. Our strategic priorities are aligned with our 5 areas of influence, including Primary Care, Behavioral Health, Pharmacy, Home Health and SDOH. Collectively, we have goals to screen all of our members' health related social needs, connecting them to the right resources, closing SDOH gaps, moving more care into the home and addressing their holistic needs, all aimed at an improved experience and outcomes.

9. What further reading would you recommend to assist our stakeholders regarding population health and community based care programs?

The Political Determinants of Health, by Daniel Dawes

10. Have we missed anything you would like to add?

The US Healthcare system was built around acute, episodic care – not 'health care'....my passion is to create proof points to fundamentally change our healthcare system, where there is more balance in clinical and social needs.

Please include links to any Articles, Reports and Citations you wish for us to include/that you have contributed to or simply recommend for further reading for our readers and stakeholders.

Company website:

[Humana.com](https://www.humana.com)

Humana's Population Health website:

<https://populationhealth.humana.com/>

Humana's 2020 Bold Goal Progress Report:

<https://populationhealth.humana.com/2020-bold-goal-progress-report/>

Humana 2020 Bold Goal Progress Report 2019 Data Trends Overview

https://populationhealth.humana.com/wp-content/uploads/2020/06/Humana_BG_data-trends_final-002.pdf

Humana's 2020 Bold Goal Progress Report webinars with the National Press Club, *No Better Time*

<https://populationhealth.humana.com/no-better-time/>

Other press around the 2020 Bold Goal Progress Report:

- [Forbes](#) feature story
- [American Journal of Managed Care](#) story
- Link to the [Humana news release](#) on the report