How to Succeed by Trying: Adapting to Change

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Health Care Organizations of the Future

- Accepting insurance risk
- Focus on population health
- > Trimming organization costs
- Using the data being captured (e.g., electronic health records)
- Health care as retail business





Considerations

- Using population data
- Evolving service system (e.g., telehealth)
- Workforce: challenges to fill vacancies, and shifts to new uses of new categories
- Best use of local assets; including physical plant (the hospital)



Source: The U.S. Census Bureau





Financial Risk and Total Cost of Care (TOCC)

- Roll out Minnesota Institute for Clinical Systems Improvement
- Recognize role of social determinants of health: socio-economic factors contribute 40% of different to population health, health behaviors 30% (calculations for MN)
- Importance of community collaborations





How to Succeed with Collaboratives

- Use population data (County Health Rankings)
- > Shared governance of resource use
- Methodology for sharing savings and reinvesting
- Understand linkages between health outcomes and determinants – "patient responsibility"







Being an Effective Leader or Partner

- Focus on center of excellence or pillar of excellence
- Proving cost effectiveness, including ability to reduce costs
- Engaging board of trustees and stakeholders





PCMH: Attributes to Achieve

- Improve access and communications using advanced access scheduling and e-mail communications
- Streamlining care coordination through integrated data systems
- Promoting active patient and family involvement



PCMH: Attributes to Achieve

- Adopt advanced clinical information systems to reduce errors and expand physicians' access to critical information and guidelines
- Participate in revised payments systems for care coordination

Source: American College of Physicians. Joint principles of the patient-centered medical home. http://www.acponline.org/running practice/delivery and payment models/pcmh/demonstrations/jointprinc o5 17.pdf



Challenges Facing ACOs

- Inability to exchange information available in electronic health records
- Insufficient infrastructure, population dispersion
- Patient outmigration to other providers
- Difficulty establishing PCMHs





Challenges Facing ACOs

- Time lag between change in delivery and changes in payment
- Limited resources for care management
- Cultural changes among providers and administrators







- Commitment to providing care that places people at center of clinical decision making
 - This is a shift EVERYWHERE in the delivery of care, INCLUDING RURAL places/providers
 - Requires transparency, use of tools for shared decision making
 - Works only if everyone is confident it will work



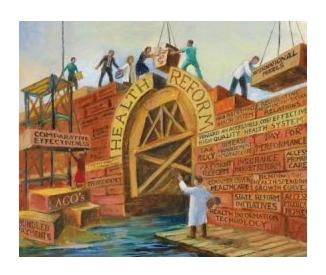
- Patient-Centered Medical Homes
 - More than "usual source of care"
 - Is primary care, in all of its meaning
 - Probably not NCQA accredited in the beginning
- Population health and data management capabilities
 - Understand what population health is
 - Understand how to use the data



- Provider network that delivers high quality and reduced cost
 - Importance of primary care providers in the network
 - Other local collaborators
 - Regional care modeling
 - Continuous performance improvement



- > An established ACO governance structure
 - Shared governance across the care continuum
 - Rules for acquiring and distributing resources, including shared savings
- Payer partnerships
 - Commercial payers
 - Self-insured plans
 - Medicare
 - Medicaid





Process for Change

- Used by the Rural Health Systems Analysis and Technical Assistance project
- Inform: create awareness of need for change
- Assess: strengths, needs, and capacity to build value
- Prepare: identify action based on organizational and community needs
- Action: change that creates value





And ...

- There are sources of help
- Glass is at least half full
- > Positive attitude can be infectious
- And there is always retreating to the mountains











For Further Information

The RUPRI Center for Rural Health Policy Analysis

http://cph.uiowa.edu/rupri

The RUPRI Health Panel

http://www.rupri.org





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