

The Impact of the Affordable Care Act in MA: Provider Perspective

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Lessons Learned From Around the Country

Visits

- University of Rochester Medical Center
- NY Presbyterian/Columbia/West-Cornell
- NCOI HHC
- Yale
- Memorial Sloan-Kettering
- University of Pennsylvania
- Geisinger
- UPMC
- Thomas Jefferson University
- George Washington University
- Inova
- Medical University of South Carolina
- UNC
- Duke
- Novant
- Sentara
- Cochran
- University of Alabama
- Emory
- Baylor Scott and White
- Advocate Health System
- HCA
- Penner
- Hennepin County Medical Center
- Alta
- Mayo Clinic
- Northwestern
- Aurora
- Cleveland Clinic
- Trinity Catholic Health East
- Ohio State
- University of Colorado
- University of Utah
- UCLA
- Shad
- Shady
- Dignity Health
- Kaiser
- Brown and Toland
- Stanford

Common Themes


1. Everyone is under duress ... and, as never before, open to new ideas, help, and change.
2. Terrific work and innovations are ongoing almost everywhere.
3. Strategy: Two themes resonate with leadership and clinicians – value and the reduction of patients’ suffering.
4. Tactics: Providers understand the importance of market share and thus patient loyalty.
5. Culture: Physician and employee engagement are critical new and evolving focuses.

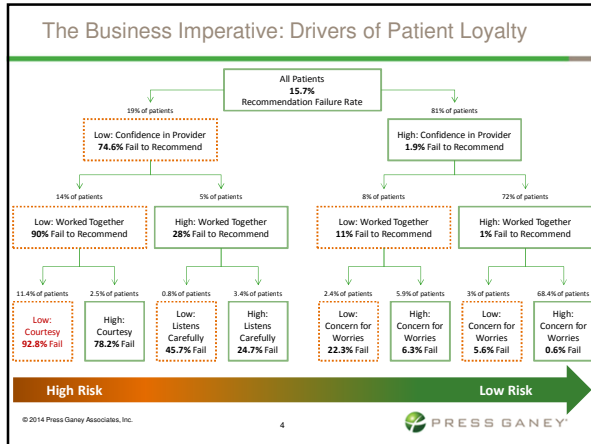


The Historical Imperative

- We have a crisis in the coordination of care -- throughout the world
- History is happening to us, with the chief irresistible drivers of change being:
 - Medical progress
 - Aging population
 - Global economy
- Challenges for providers and patients:
 - Too many people involved, too much to do, no one with all the information, no one with full accountability
 - Result: Chaos → gaps in quality and safety, inefficiency
 - Patients are afraid not just of their diseases, but of lack of coordination and loss of focus on what them as individuals

Question: If somehow, magically, health care costs were not a problem, would you say that health care is working just fine?



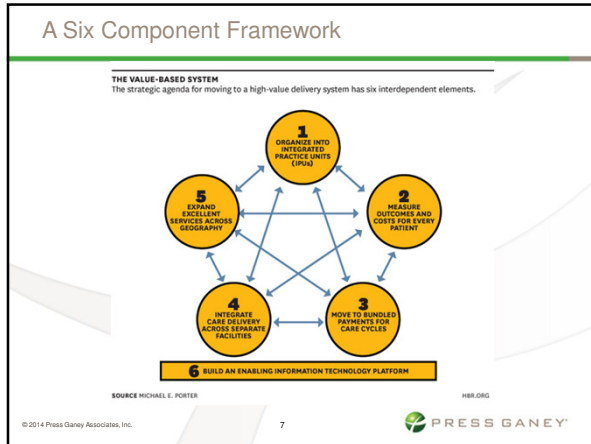




What Is Strategy? And What Should It Be?

- Strategy boils down to two questions:
 - What are you trying to do for whom?
 - How are you going to be different?
 - If you are trying to do the same thing for everyone, and do it the same way as everyone else, you will be competing on price alone.*
- Our take:
 - In health care, the overarching goal should be improving *value for patients*.
 - Organizations can be *different* by segmenting patients, and organizing to meet their needs effectively and efficiently.
 - The heterogeneity of patients' needs paralyzes organizations, and causes them to focus on short-term financial considerations only.*

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And Now for the Hard Part ...

Engaging Doctors in the Health Care Revolution
by Thomas H. Lee and Toby Cosgrove

Doctor mindsets, advice to medicine and technology, health care regulation, and the fundamental job of every business to satisfy deliver what the customers need. In the face of ever-increasing complexity, the hard work and best practices of individual physicians can no longer guarantee efficient, high-quality care. Finding healthcare will require a radical transformation, moving from a system organized around individual physicians to a team-based approach to forward on patients' best interests.

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- ### Max Weber's Four Models for Social Action
1. Tradition – e.g., Intermountain Compact
 2. Self-interest – e.g., Performance bonuses
 3. Affection – e.g., Peer pressure
 4. Shared purpose – e.g., Reducing suffering
- **We need to press all four levers.**
 - **But the first lever that must be pressed is creation of Shared Purpose.**
 - **In isolation, any of the other three levers is ineffective or potentially perverse.**
 - **But in pursuit of a shared purpose, all three other levers can be embraced.**
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Conclusions

- It is a time of turmoil, and many physicians complain of disaffection and burnout.
- Nevertheless ... mass exodus is not occurring and not likely
- The arc of history is clear:
 - Toward integration of care to meet patients' needs as efficiently as possible
 - Toward rediscovery of the real meaning of strategy
 - Toward transparency

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