

# The Times are Changing – We Must Adjust the Strategy

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# The world of change

- According to Moody's
  - total admissions growth rates drop from 3.1 to 2.4%
  - CMS to cancel several bundled payment initiatives,
    - cancellation is credit positive for hospitals,
    - gives CMS more time to prepare for risk-bearing reimbursement models
- M&A
  - Ascension – Presence Health
  - Amazon and Whole Foods
  - Google and Walmart

[https://www.moody.com/research/Moodys-US-NFP-and-public-healthcare-FY-2016-medians-show--PR\\_371570](https://www.moody.com/research/Moodys-US-NFP-and-public-healthcare-FY-2016-medians-show--PR_371570)

The Health Management Academy/The Academy Advisors

# Agenda

- Enhancing physician collaboration to create value; align culture
- What is on the mind of the Physicians? HOT Topics
- The Future Forward through analytics
  - The Super CIN and Pop Health
  - Precision Medicine
  - Telehealth
- LEADING THROUGH CHANGE

# Henry Ford Health System

at a glance





# System Overview

- Henry Ford Medical Group (HFMG)
  - 1,200 physicians and researchers
  - The nation's third largest group practice
  - 10,000 clinic visits/procedures per business day
  
- Henry Ford Hospital (HFH)
  - 802-bed academic medical center
  - 16<sup>th</sup> largest teaching hospital in the U.S.
  - 3<sup>rd</sup> largest hospital in Metro Detroit



# HFHS National reputation for innovative, high quality, value-based care



## Improving the Physician Experience

“ A critical part of improving overall healthcare is ensuring the quality of care delivered by treating physicians.

With the looming threat of Physician burnout, physician education has to go far beyond imparting facts to inspire and excite physicians, and remind them why they love medicine.”

Healthcare IT News – Leah Binder, President and CEO the Leapfrog Group, joins Knowledge to Practice advisory Grp. 6.17



# Enhancing physician collaboration to create value and align culture

- KLAS EHR Usability survey
- Develop Physician builders and infomaticians
- Share Decision Support – clinical, strategic, financial–integrating virtual care, improve the patient experience
- The rise and relevance of Payer relations – Super CIN, narrow networks; Next gen ACO

# What do our Physicians Say about EHR Usability?



As the name implied, Net Experience is the percent of user feedback that is negative subtracted from the percent of user feedback that is positive. Users can either report positive, negative or indifferent feedback regarding EMR efficiency, impact on care, functionality, etc. The Net Experience score ranges from -100% (all negative feedback) to +100% (all positive feedback).

# Highest/Lowest Satisfaction Groups

	Breakout	Net Experience Score	n
<b>Highest Satisfaction Users</b>	Users who use personalized report views	67.6	15
	Users who user personalized sort orders	64.3	20
	Users with a high level of personalization	63.1	24
	Users who personalize layouts	62.0	23
	Anesthesiology	56.1	14
<b>Lowest Satisfaction Users</b>	Users who work at YY and Henry Ford XX Hospital	-18.9	22
	Users who work at YY and an Ambulatory setting	-20.7	17
	Cardiology	-23.4	11
	Users who identify themselves as 'novice users'	-32.6	11
	Users who do not find personalized order lists helpful	-44.5	15

# Physician Reporting – What is It?



- The purpose of the tool is to provide end users (Department Chairs, Medical Affairs, Quality personnel, etc.) with reporting and drill down capability to **view Harm measures at the physician level.**
- The long term plan is a **common data structure supporting key measures for nursing units, physician performance, and clinical councils.**
- **Benchmarking data is included when available** and multiple options for severity adjustment are available.
- **Access to the functionality is given to all end users with access to the EDW provider site**



- The primary source for data is Epic, specifically notes and their respective time-stamps.
- Benchmarking data comes from various sources including CMS, HCUP, AHRQ, and other sources
- Physician lists – primarily note driven.



# Physician Reporting- How are comparisons made?



- Where external benchmarks are available, comparisons are made against them (LOS, Mortality, etc.)
- For some measures, HFHS goals are used (documentation timeliness measures)
- For many measures, benchmarks do not exist, so internal specialty specific comparisons are made
- Funnel Plots are used to see physicians relative to one another for a specific measure or group of measures (funnel plots are featured later in this document)

# Data aggregation

- With the completed implementation of EHRs in most organizations, hospitals and health systems are now focused on analytics, security, data exchanges, bundled payments and population health management.

## Next steps

- Systems are configured to take advantage of widespread, industry-standard methods of data aggregation and exchange.

## Risk Adjusted, HCCs and HEDIS

- Engaging high risk patients, providing quality care to those patients, and accurately documenting and coding all the hallmarks of a patient-centered, High Reliability Organization
- Value based payment models are an increasing part of the healthcare landscape, impacted heavily by 2 programs---Hierarchical Condition Categories and HEDIS

# Quick Perspective on Healthcare delivery

- Doctors and Hospitals are being squeezed
- Market distortions limit opportunity for margin:
  - Single dominant payor in the state
  - Must serve all, and do it well
  - Distressed customers not an excuse (no car, can't read, psychotic, doing drugs, dementia, no support, no family, no neighbors, no food.... Still our problem)
- High fixed cost industry
- One of few industries where price fixing works, in our case against the providers, as commercial pay approaches government prices rapidly

# Quick Perspective on Healthcare and Data/knowledge

- Healthcare is an information industry – the product is the service of applying knowledge to a clinical situation
- ...And yet: “Healthcare as the Highest tech low tech industry”
  - Lots of amazing technology
  - Education and dealing with the results of research and best practices (business or clinical) is largely paper and word of mouth.
- The current educational model is still a guild system circa 1600.
  - Medical Students apprentice at school
  - Journeyman residents travel to masters of their craft
  - New masters set up shop to practice and teach.



Everyone is obsessed with the bill!



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# How is Transformation Being Illustrated ?

# System Redesign & Transformation

## Population Health



Accelerate Growth



Improve Cost of Care



System Care Management Model

### Illustrative Example:

Use data to segment system populations at risk for complications, in order to achieve the following:

- Employ a system-wide care management model that includes team members from Health Plan, Acute, and Ambulatory areas, creating an integrated approach to caring for poly-chronic patients

## Inpatient Care



Clinical Variation



Inpatient Growth



Predictive Analytics Enabled Resource Allocation

### Illustrative Example:

Develop new care models in the inpatient setting by:

- Establishing a formal process to reduce unwarranted variation in care
- Leveraging investment in analytics to have real-time workforce management capability

## Ambulatory Care



Patient and Member Growth



Performance Alignment



Care Delivery Model Optimization

### Illustrative Example:

- Broaden approach to patient loyalty and retention by integrating digital assets within the call center with those across the system so that patients/members have a single “front door” experience with Henry Ford

## Corporate Services/Non clinical



Supply Chain and Non-Clinical Support Services



Information Technology



Revenue Cycle Improvement

### Illustrative Example:

- Develop a more integrated approach across non-clinical support services, creating an elevated patient experience no matter which facility or access point is chosen by the patient

HFHS Governance Model, Financial Model, and Operating Model (Horizontal Integration aligned to Customer Populations)

System-Wide Customer Experience, Customer Loyalty, and Brand Value

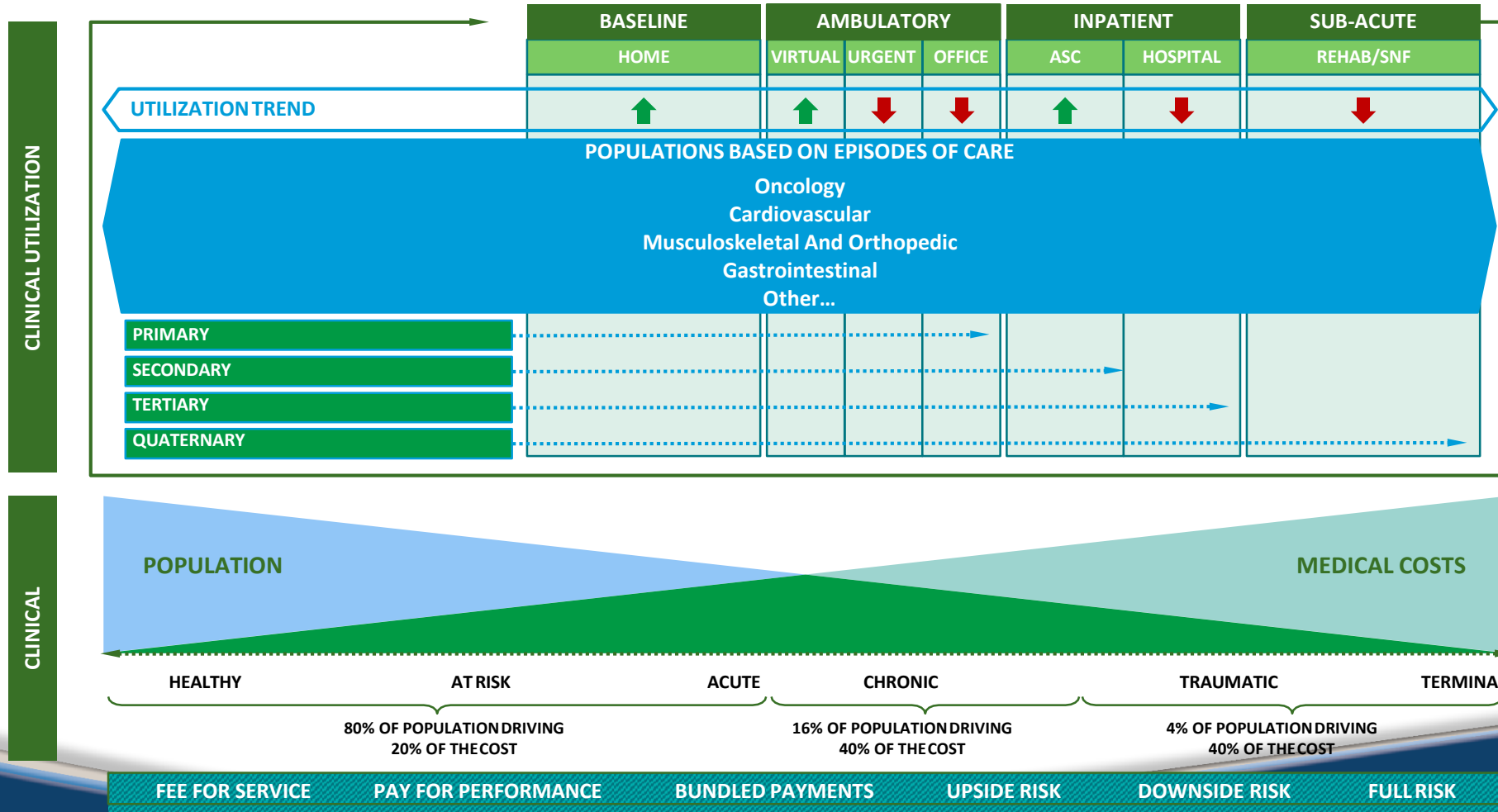
Program Leadership, EPMD, Change Management, and Communications

High Reliability Organization

Research & Teaching

Digital and Analytics Enablement

- • • and the ability to ‘horizontally’ optimize its assets, resources, and capabilities with a patient- centered population health focus



# Emerging Transformational Themes

- **Growing enthusiasm for transformation**
- **Today's operating model creates impediments**
- **Significant opportunity to transform patient centered service capabilities**
- **Significant opportunity to drive population specific strategies horizontally across the system**
- **Opportunity to broadly utilize innovative technology such as, digital, analytics and process automation**



“Addressing health-related social needs will likely require an ecosystem approach, with hospitals and health systems working with health plans, federal, state, and local governments, community organizations and local businesses, employers, and families, to implement initiatives that impact health and quality of life. Use of Master Person Indexing across services... will help connect all of these.”

Deloitte

# Social Determinants of Health

- A critical component of understanding the traditional disconnects between health care systems and many public health departments has not been done.
- Because of shift to value-based care a growing interest in preventable readmissions data and has stimulated build models to examine factors.
- Evidence is emerging to prove the power of social determinants of health:
  - lower education levels equate with higher levels of smoking and shorter length-of-life.
  - High crime index in neighborhoods → to have a public playground at which children can safely play → less safe → less activity → greater obesity
  - Social isolation increases the risk of heart disease by 29 percent and stroke by 32 percent.

Erin Benson, director of market planning and engagement at LexisNexis Risk Solutions.

# Cost, Quality and Service

The Journey from Volume to Value

Quick hits



all for you

# The Information Spectrum: Getting to actionable data

## Resolution

- Severity Adjustment
- Stratification
- Demographic, social and physical frailty

## Latency

- Annual and periodic historical reporting
- Near Real-time
- Continuous and Instantaneous

# Integrated Care and Coverage Value Proposition

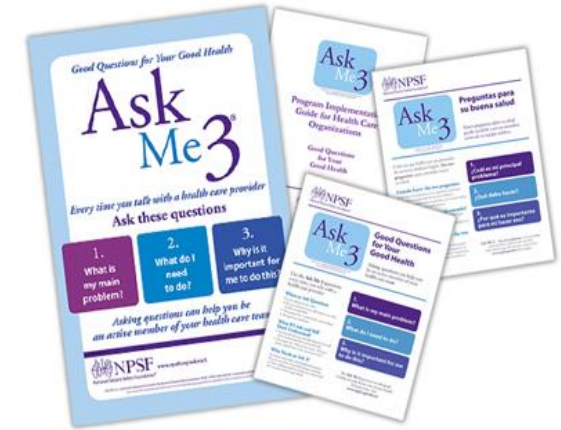
Create the best experience for our patients who are Health Plan members

- Access when and where customers want it
- Better outcomes through more coordinated care
- Convenience through one-stop service
- More affordable pricing



# Pilot Plan: Ask Me 3, Take 5

- **Ask Me 3**® educational program encouraging patients and families to ask three specific questions of their providers to better understand their health conditions and what they need to do to stay healthy.
  1. What is my main problem?
  2. What do I need to do?
  3. Why is it important for me to do this?
- **Take 5**, clinical staff sit with patient and family (demonstrating “I have the time”).



# Value-Based Product Benefit Design Features

- Steering into Narrow/Preferred networks
  - Structured copays/coinsurance
- Driving care to lowest cost setting
  - Tiered office visit copayments
  - Implement telehealth
- Require PCP
- Require care coordination
  - sufficient employer incentives and Network care management
- Assess including EAP, Occupational Health –impact total cost to employer

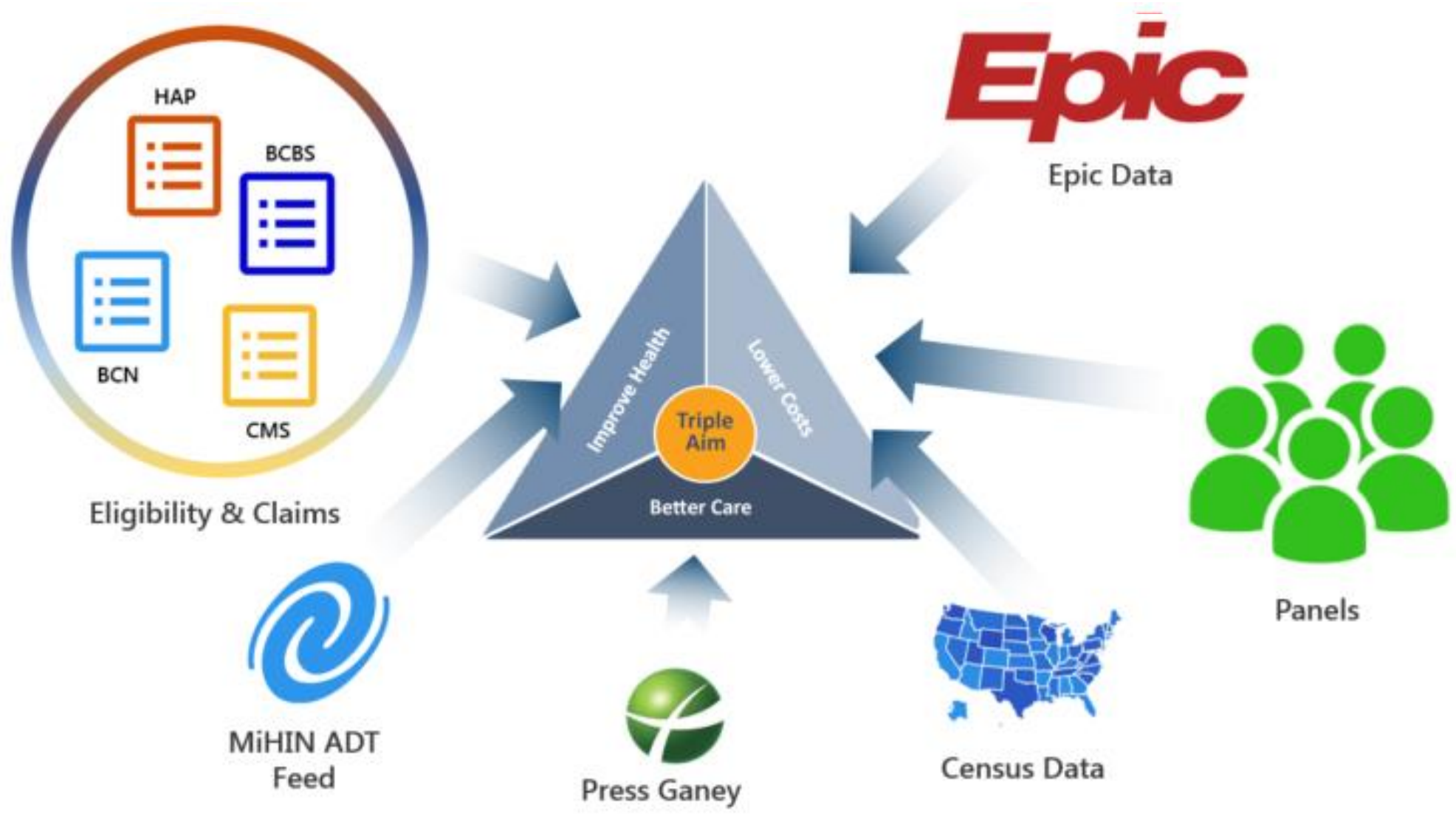
# Enterprise Data Warehouse

The Enabling Infrastructure

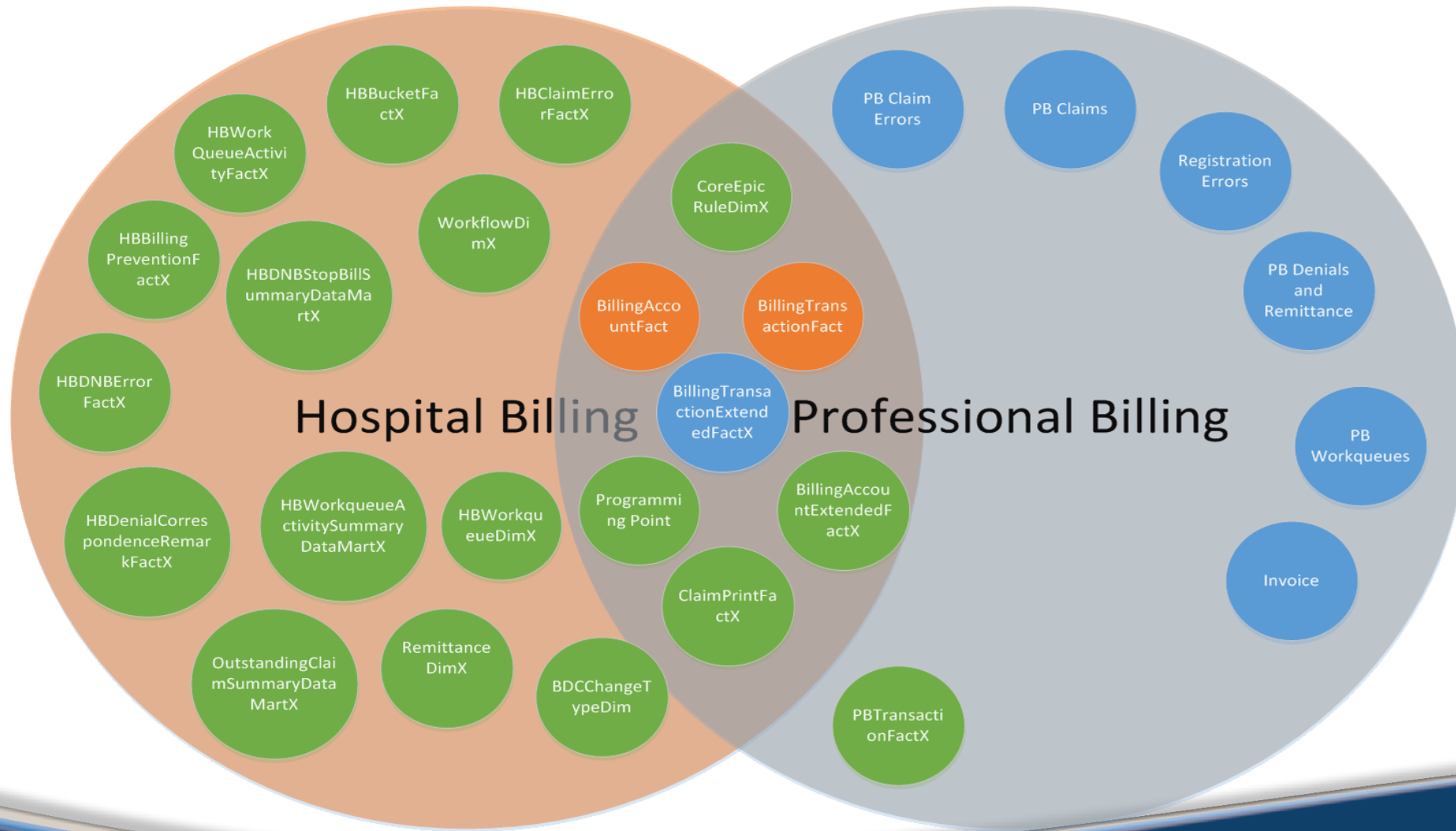


all for you

# Population Health & EDW



# HFHS specific EDW Datamarts – built and work in progress



Epic Released Revenue Cycle DM
EDW Built RCA Data Marts (Completed)
EDW Built RCA Data Marts (In Design)

# Population Health

- Population Health means many things – The strict definition is “applying healthcare principles to populations rather than in individual”
  - Point of care level – helping a provider remember to give an immunization
  - Panel level – Benchmarking providers and looking for opportunities
  - Clinic/Panel Manager Level – Start targeting populations for intervention

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# Population Health

- Provider organizations need a way to unify how they collect, store, access and use patient data not just in traditional outpatient settings but, just as importantly, in behavioral health, social services for disabled children and senior citizens, adult protective services, as well as street outreach and medicine.

# What rests at the EDW table?

## ■ **Technology and Tool Architecture**

- Microsoft - SharePoint, SQL Server analytics, BI stack - PowerPivot/ Query
- Epic – Cogito, Clarity
- In-house developed Data acquisition, Cleansing and Mastering engines
  - Self Service toolset and Data Entry portal to bring in manual external data
  - Physician Reporting visualization
  - Hadoop cluster for POC on Physician Notes analysis

## ■ **Data Architecture- Understanding business needs working with Analytics team**

- Structuring data into datamarts for efficiency and reuse
- Focus on Quality, Pop Health, Revenue Cycle, Operations

## ■ **Process, Governance and discipline - QA and release processes**

- Agile processes to meet demanding business needs with focus on IT best practices such as change management, source and release control
- Demand management through EDW Workplan

## Precision Medicine - EDW playbook

- EDW is a key player in providing clinical data to Syapse
  - Opportunity for HFHS to build EDW DataMart's that capture data shared with Syapse for internal use and for cross reference
  - Opportunity for HFHS to streamline current processes such as creating a single Tumor registry
  - Opportunity for HFHS to leverage Hadoop capabilities in future for in-house genomics

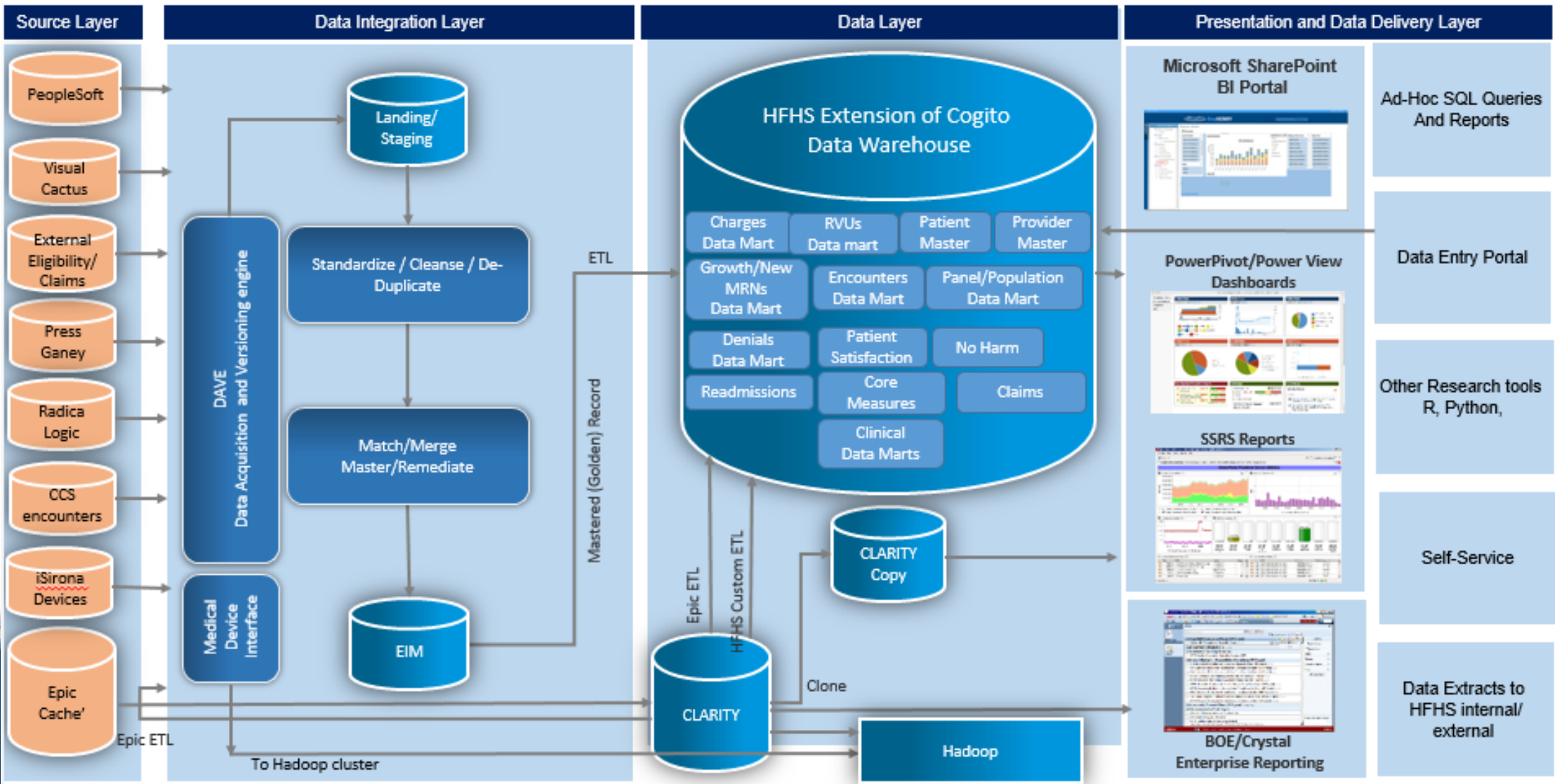
# Advantages of the future state

- Current Precision Medicine issues addressed
  - Timely and accurate data in one place - EDW
  - Integration with Epic, ARIA, LIS
  - Single source of truth for System level Cancer dashboards
  - Single source of truth to Syapse (and data back to HFHS)
  - Timely data in Metriq, and other downstream systems
  - Potential for revisiting and renegotiating Metriq's value to HFHS

# EDW Data Architecture

## Henry Ford Health System -Enterprise Data Warehouse Architecture

Last updated 4/18/16



# Affirmant Health

Super Clinically Integrated Network

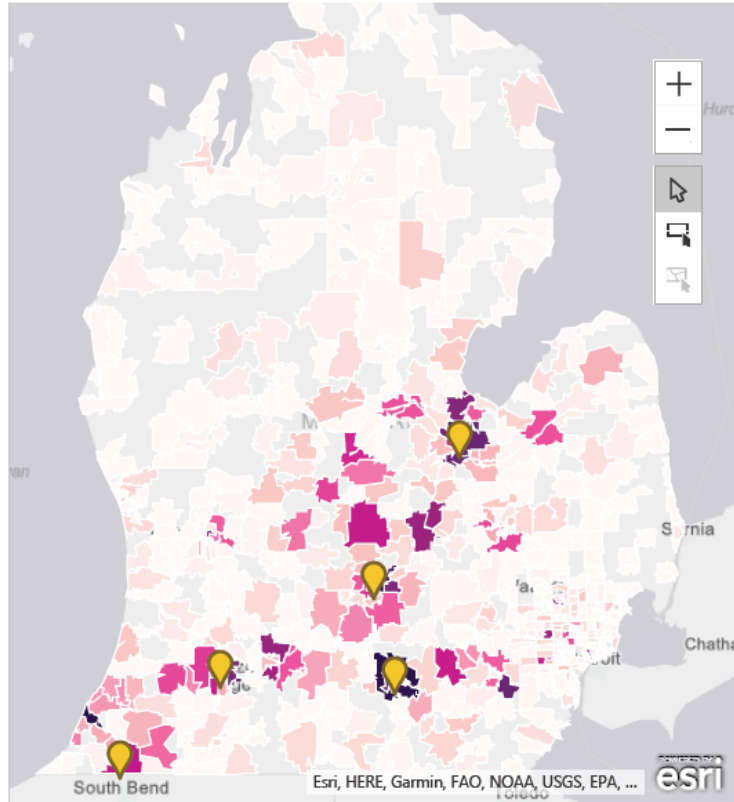
# Affirmant

- Affirmant is a statewide Super Clinically Integrated Network consisting of six organizations across Michigan which use Epic medical record systems.
- Why?
  - Share best practices around quality and population health
  - Create demonstrations of value for payor contracts



# Affirmant

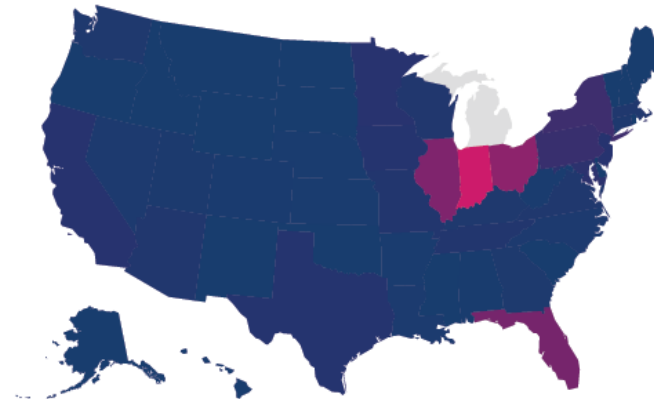
Total Spend by Attending Physician



Top 10 Zipcodes

49007	\$52,112,129
49085	\$50,064,757
49201	\$47,213,092
48912	\$38,109,193
48910	\$23,383,528
48109	\$22,269,324
48602	\$17,715,245
48604	\$15,675,191
48823	\$14,877,460
48197	\$11,819,186

Total Spend by State (Excluding Michigan)



Top 10 States

IN	\$11,172,883
OH	\$7,595,480
IL	\$6,880,018
FL	\$6,426,851
NY	\$3,362,837
PA	\$3,053,625
MD	\$2,417,582
MN	\$2,178,227
CA	\$2,041,605
NJ	\$1,964,190

# Affirmant (and ACO) Challenges

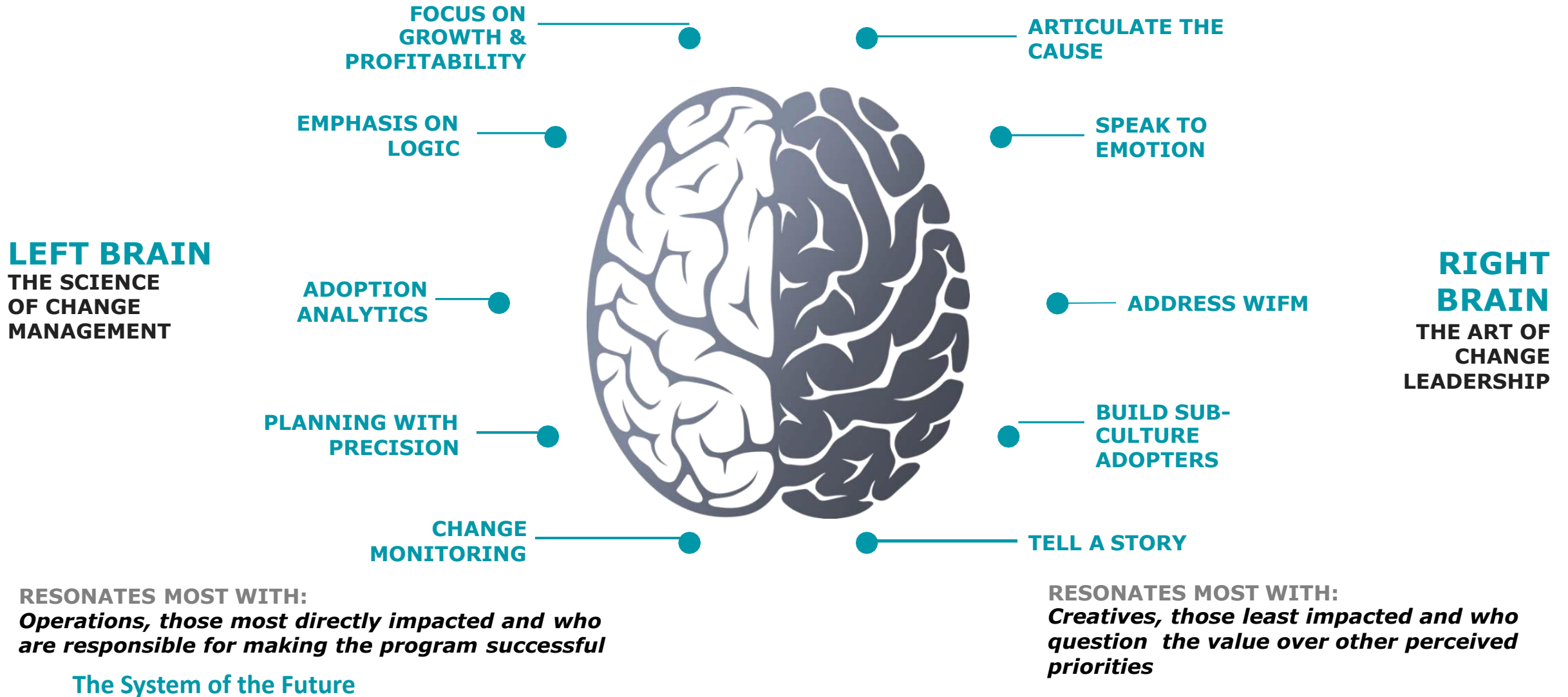
- Different definitions of the same metric
  - Definition of the metric
  - Attribution Models
  - Different goals
- What is adequate health screening?
- How do we share data without violating HIPAA regulations
- Where does the data "live"?

# Taking Ownership of the Change



# The Art and Science of Change

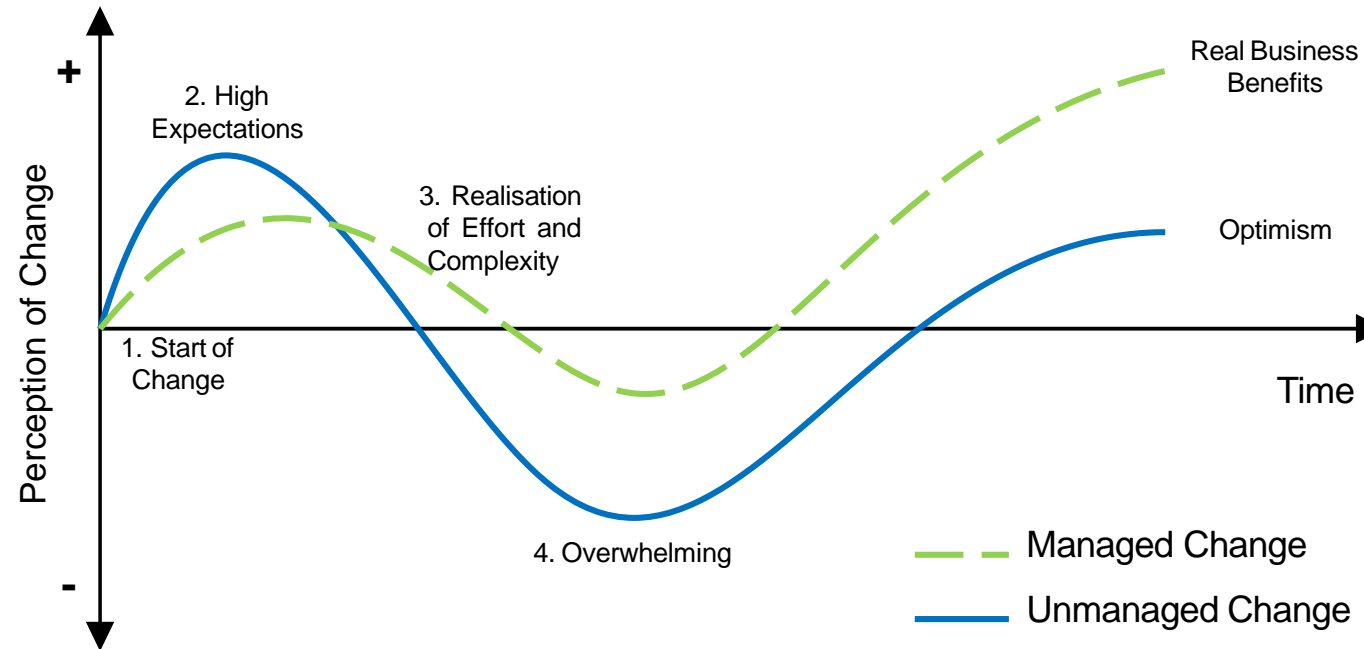
Experience has shown that we must put significant emphasis on the art and science of change



# Integration of Change Management Enabled Success

Proactively managing change can help reduce cost, speed implementation, better engage stakeholders and more quickly realize benefits associated with the business case

- Leadership aligns on strategy, urgency for change, and key actions required to manage the transition
- Critical risks are identified, managed and mitigated
- Steps taken so that business as usual remains uninterrupted by transformation activities



- Increase speed to implementation
- Minimize the impact of performance declines
- Maximize employee performance following implementation
- Operational readiness is quickly achieved at all levels of the organization

Managing expectations early and engaging stakeholders in the right way at the right time can help minimize the performance dip and reduce the risk of regrettable turnover

# Personal Favorite References

Books and References

# Favorite Books

- **The Five Dysfunctions of a Team** . Patrick Lencioni (NYT best Seller)
- **The Leadership Secrets of Santa Claus**; Eric Harvey, David Cottrell, et al
- **A Sense of Urgency**-John Kotter
- **HBR's 10 MUST Reads on Change Management**–in which **Leading Change** is summarized
- **The Carrot Principle**, Adrian Gostick and Chester Elton –using recognition to engage people, retain talent and accelerate performance
- **Start With Why: How Great Leaders Inspire Everyone to Take Action**, Simon Sinek



# The Five Dysfunctions of a Team

1. Absence of Trust (being vulnerable)
2. Fear of Conflict (shattering harmony)
3. Lack of Commitment (make stick-to decisions)
4. Avoidance of Accountability (holding each other accountable)
5. Inattention to Results (focus on collective success)



**Author - Patrick Lencioni – also authored Get Naked.**

# Change Behavior

- Leadership Lessons of Santa Claus
- John Kotter – Sense of Urgency--John Kotter: URGENCY, TEAMS, FOCUS , COMMUNICATION
  
- Nick Tassler – Domino – The Simplest way to inspire change
  - Adaptive people:
    - talk about feelings more than problems
    - Don't stress out about stressing out
    - Think about their values more than their fears
    - Accept their past and fight for their future
    - Use their illusions
    - Are not afraid to laugh
    - Pursue meaning
  
- ACCEPT THEIR PAST, AND FIGHT FOR THEIR FUTURE

# Leadership Secrets Of Santa Claus

1. Build a Wonderful Workshop
2. Choose your Reindeer Wisely
3. Make a List and Check it Twice
- 4. Listen to your Elves**
5. Get Behind the Red Wagons
6. Share the Milk and Cookies
7. Find out Who's Naughty and Mice
8. Be Good for Goodness Sake

**Remember...**

**“You are the people you’ve  
been waiting for”**



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