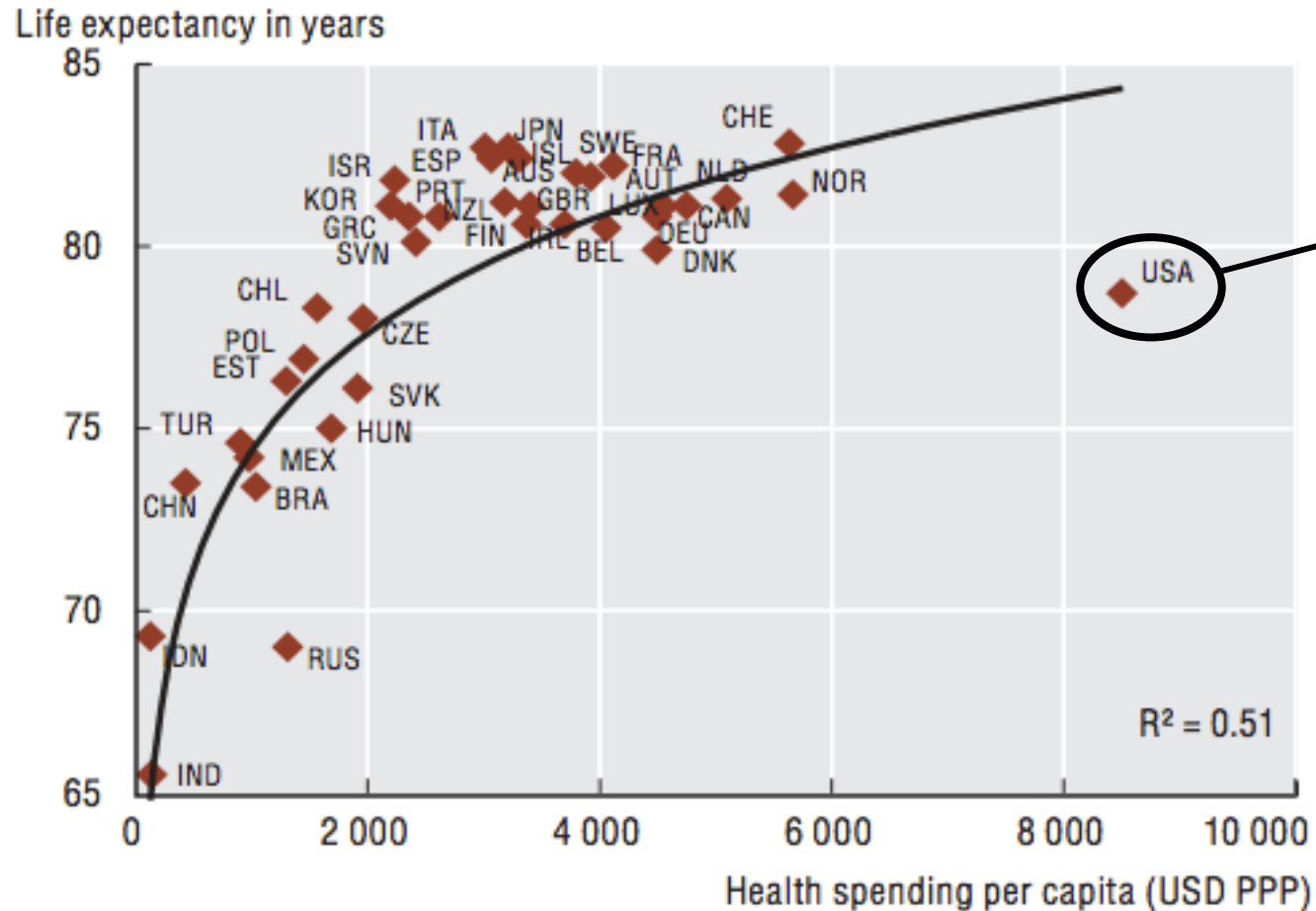


Sailing Into Population Health Without Sinking Your Ship

Becker's Hospital Review 8th Annual CEO + CFO Roundtable
November 11-13, 2019


Jeffrey Thompson MD, Chief Executive Emeritus
Gundersen Health System

Cost vs. Life Expectancy



U.S.A.

Source: OECD Health Statistics 2013, <http://dx.doi.org/10.1787/health-data-en>;
World Bank for non-OECD countries.

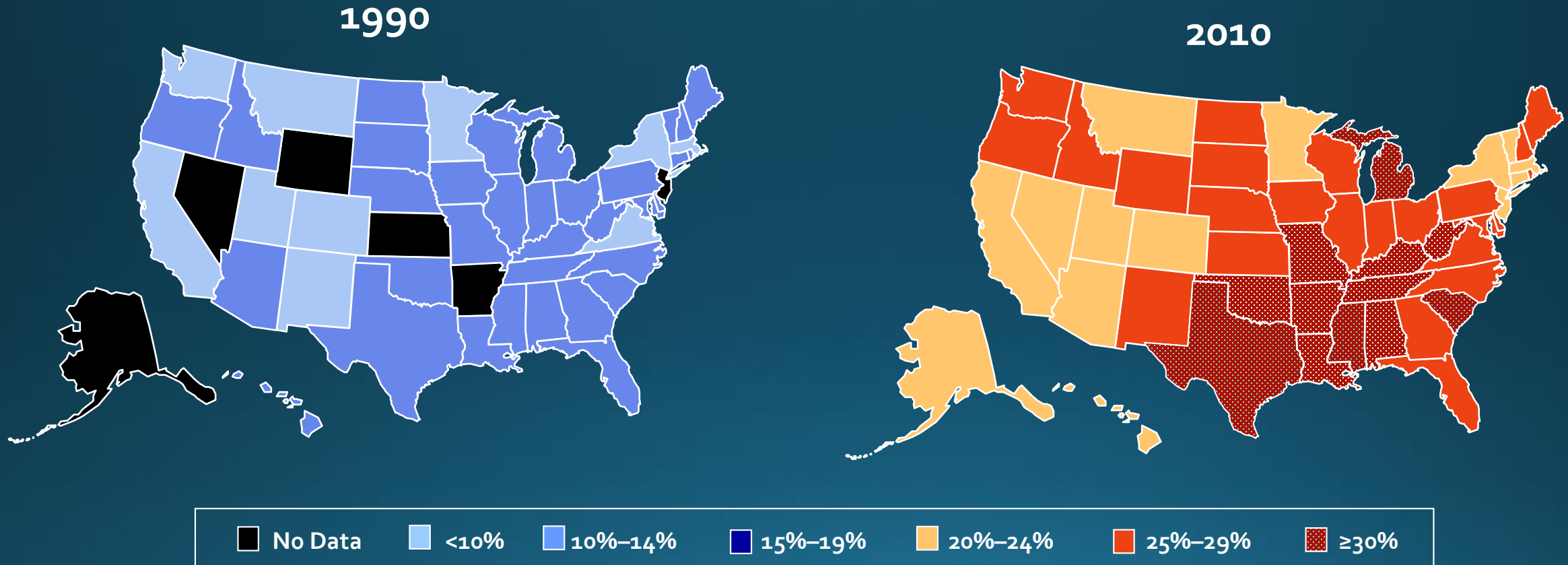
StatLink  <http://dx.doi.org/10.1787/888932916040>

Factors to be considered

- The rapid growth in chronic disease is a national crisis.
- We are willing to spend resources on chronic conditions, but not to prevent them.
- The growth in chronic conditions arises from multiple causes and systems.
- Reducing the burden of chronic disease must begin with tackling obesity.

Obesity Trends* Among U.S. Adults

BRFSS, 1990 & 2010



(*BMI ≥ 30 , or about 30 lbs. overweight for 5'4" person)

RWJ vs. Obesity

\$1 Billion

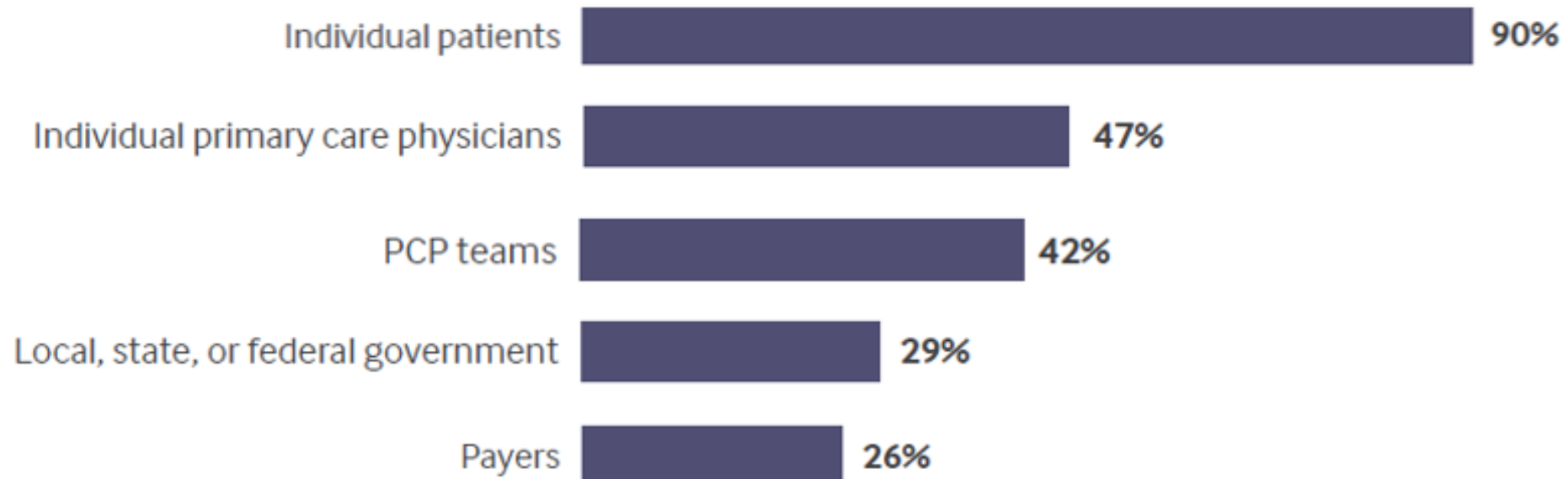


10 Years



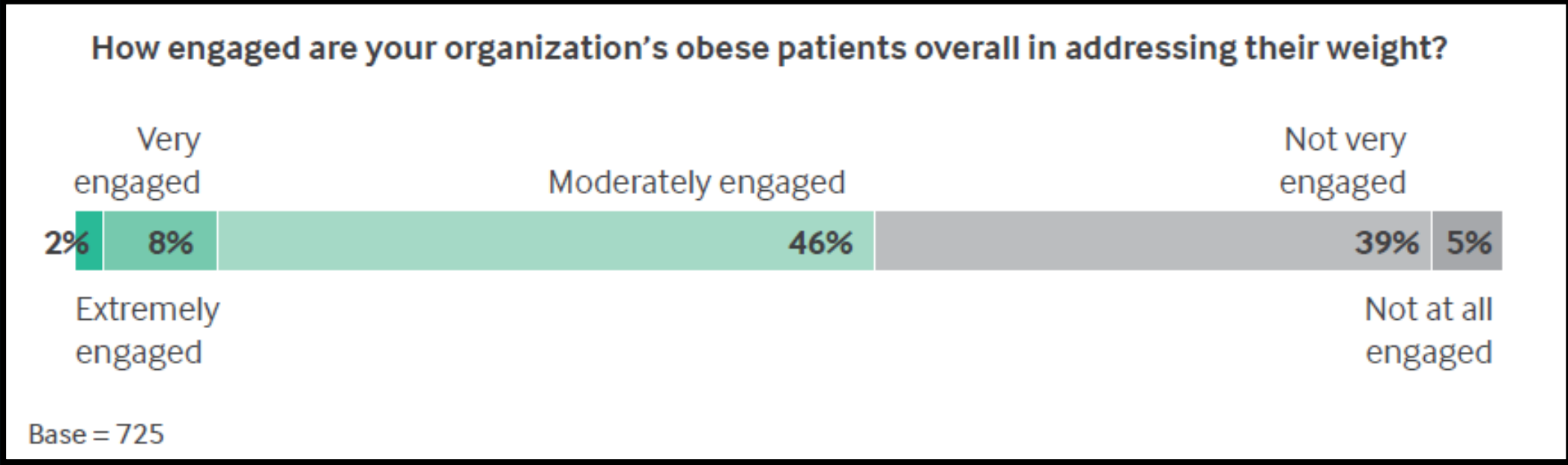
~ No Progress

Patient and PCPs Hold Primary Responsibility for Addressing Obesity



Base = 725 (multiple responses)

Patients are Moderately Engaged or Unengaged in Addressing Obesity



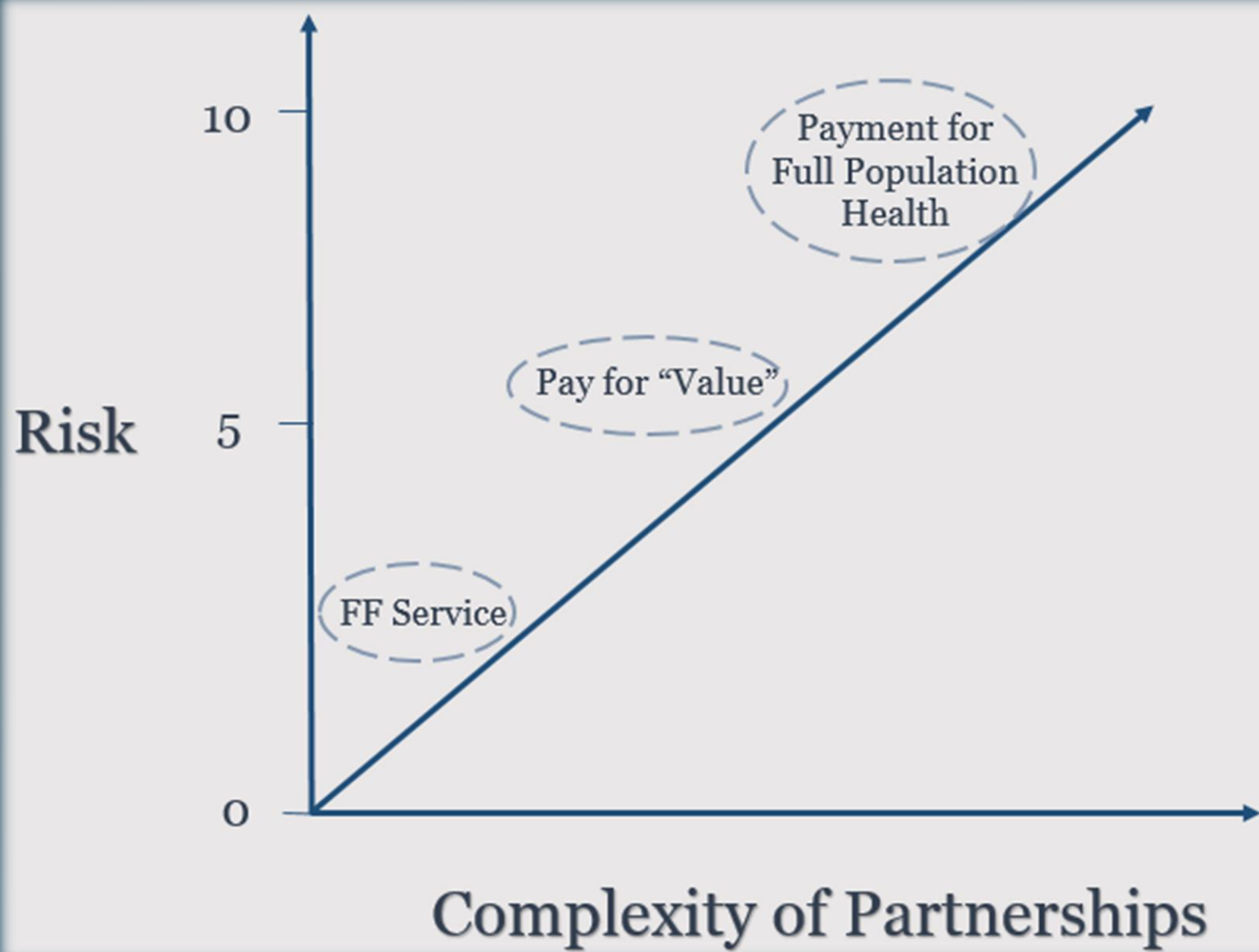
Ideas to Reduce the Burden of Chronic Disease

1. Launch a national initiative against obesity
2. Bring all the factions to the table
3. Re-orientate health system financing to reward prevention

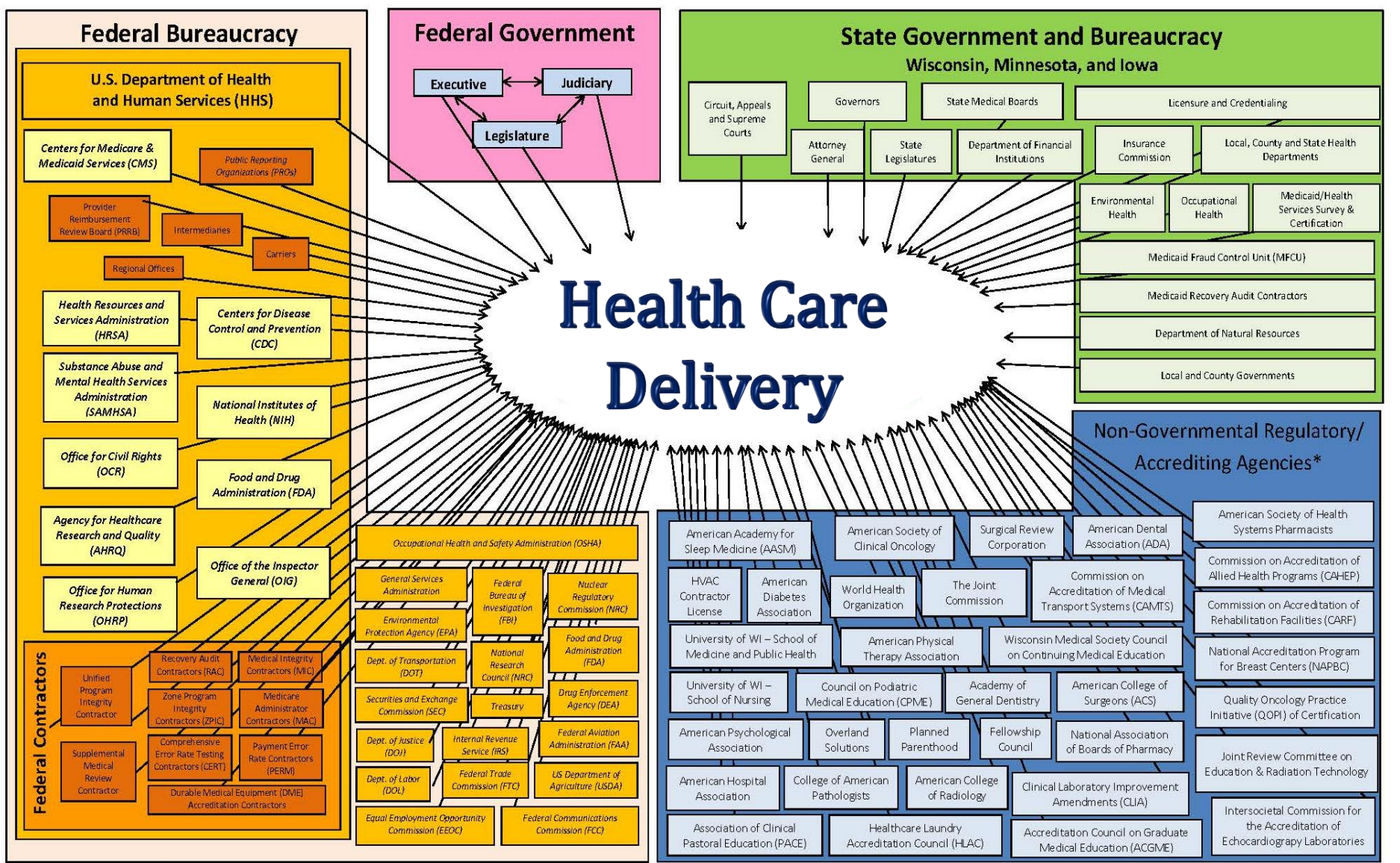
“There is no turning back to an unsustainable system that pays for procedures rather than value. In fact, the only option is to charge forward – for HHS to take bolder action, and for providers and payers to join with us.”



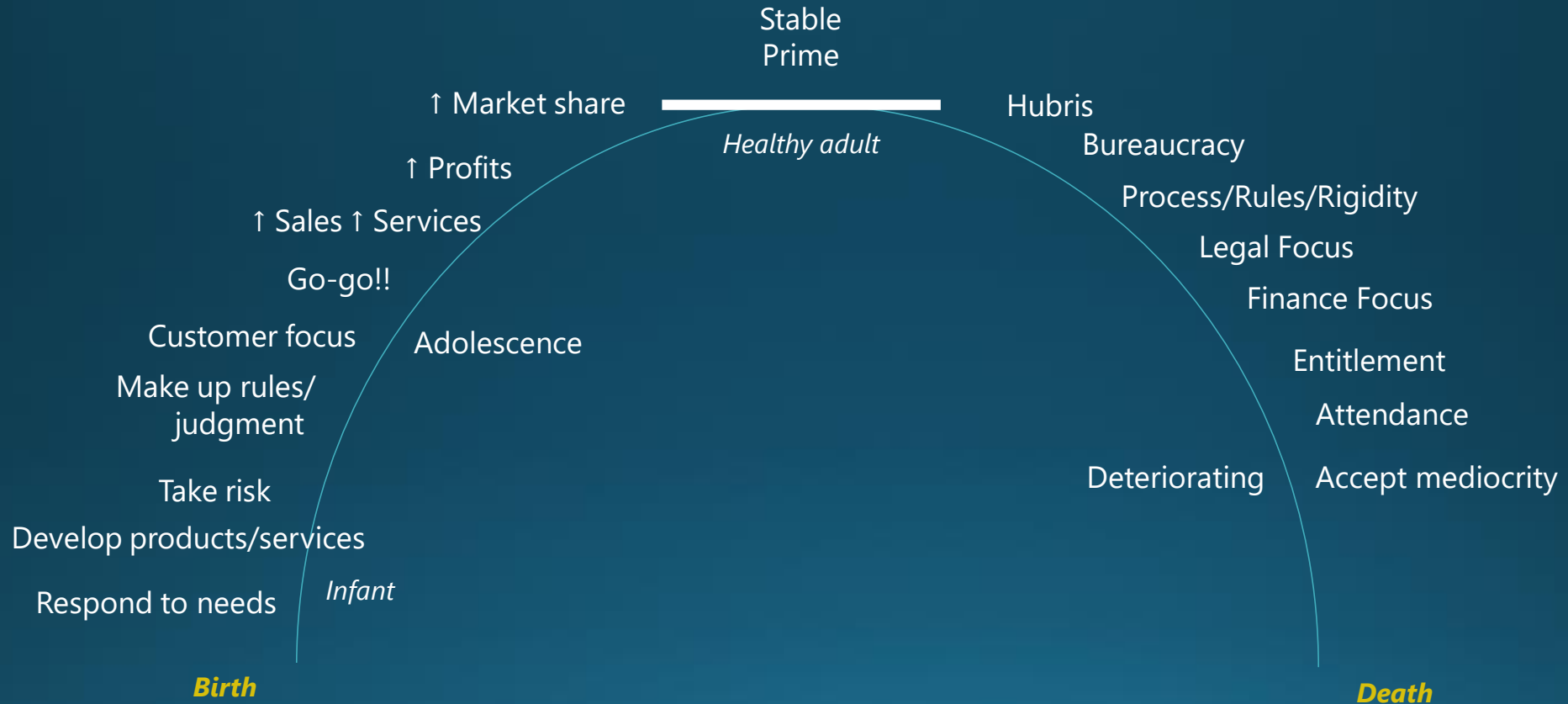
- Mr. Alex Azar II,
Secretary of HHS



Regulatory Complexity



Corporate Life Cycle



GUNDERSEN HEALTH SYSTEM® STRATEGIC PLAN

Our Purpose is to bring health and well-being to our patients and communities.

Mission: We will distinguish ourselves through excellence in patient care, education, research and improved health in the communities we serve.

Vision: We will be a Health System of excellence, nationally recognized for improving the health and well-being of our patients, families, and their communities.

Commitment: We will deliver high quality care because lives depend on it, service as though the patient were a loved one, and relentless improvement because our future depends on it.

Values: Integrity – Perform with honesty, responsibility and transparency.

Excellence – Measure and achieve excellence in all aspects of delivering healthcare.

Respect – Treat patients, families, and coworkers with dignity.

Innovation – Embrace change and contribute new ideas.

Compassion – Provide compassionate care to patients and families.

Superior Quality and Safety

Demonstrate superior Quality & Safety through the eyes of the patients & caregivers

Outstanding Patient Experience

Create an outstanding Experience for patients and families

Great Place

Create a Culture that embraces a passion for caring and a spirit of improvement

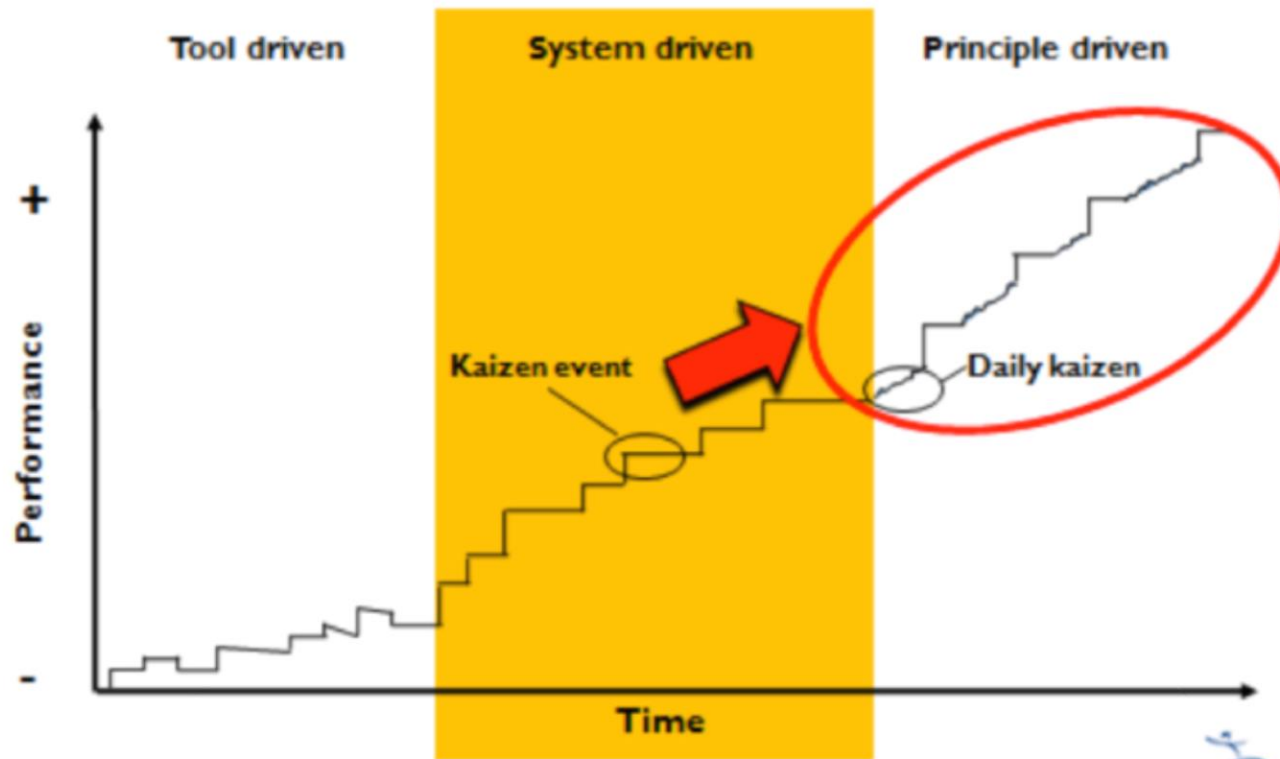
Affordability

Make our care more Affordable to our patients, employers, and community

Growth

Achieve Growth that supports our mission and other key strategies

Kaizen True North



Source: KIMS

Unmet Health Related Social Needs

- Food Insecurity
- Air Quality
- Water Quality
- Housing
- Transportation
- Utilities/Financial Hardship
- Under Employment
- Racism
- Immigration Struggle
- Disabilities
- Domestic Violence
- Incarceration Impact
- Childcare
- Literacy

What you tolerate you support.

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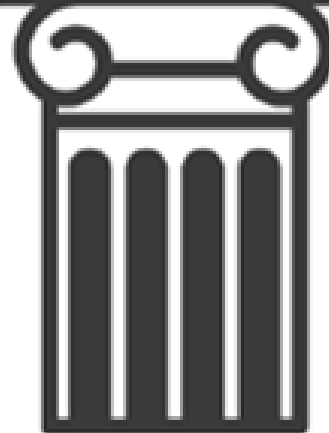
Achieve Growth that supports our mission and other key strategies

VALUES

COURAGE



DISCIPLINE



DURABILITY



The W. EDWARDS
Deming
Institute



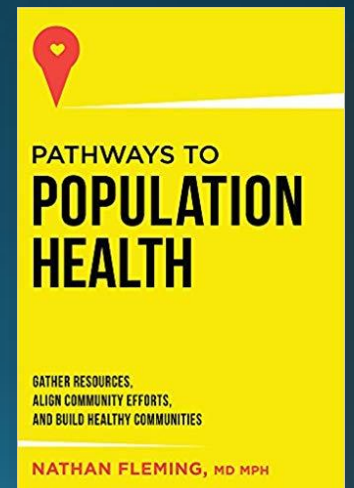
It is not
necessary to
change.
Survival is not
mandatory.

W. Edwards Deming

source: quotes.deming.org/10081

Start from where you have capacity

- Collaborations move at the speed of trust
- Trust takes time to build
- Existing relationships can and should inform your strategy
- Collaborating creates capacity for future projects
- Understand the history of your communities

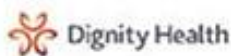


What is your...

Portfolio of Credibility?



AdvocateAuroraHealth



Geisinger



Can't do this alone → Partners

The cultures of the partners don't have to match exactly, but you have to have similar values and similar goals. If you don't have similar values, then working together is going to be a mess, and if you don't have the same goals, then you won't be heading in the same direction and the partnership will lose focus and disintegrate.

Jim Collins – “Good to Great”

- Level 5 Leader
 - Ambitious → but for the cause, not themselves
- Based on inspired standards not inspiring personality
 - Humility

Finances and facilities are tools –
important, useful tools, but just tools

Personal Keys

- Live the values
- Pick people that live the values
- Find partners that live the values
 - Government, business, education, NGO.
- Learn from inside and outside medicine
 - People/organization
- Read...Read a lot: Collins, Covey, Heath, HBR, WSJ, NYT, selection of health literature

Key

You need to lead.

Not the board, not rating agencies, not the insurance company, not the government.

YOU Lead

What else should we do together?

- National Health Goals
- Change the payment system
- Political Scoreboard on health of population

Questions?



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CEO Emeritus

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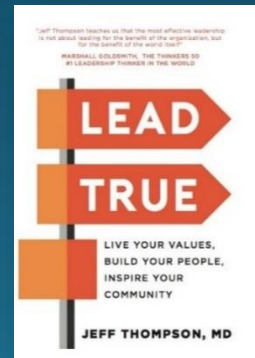


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[linkedin.com/in/jeffthompsonmd](https://www.linkedin.com/in/jeffthompsonmd)

www.gundersenhealth.org



Appendix

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- Catalysis – createvalue.org
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- CVS – cvs.com

Don Berwick's Era 3 Medicine

1. Reduce Mandatory Management
2. Stop Complex Individual Incentives
3. Shift the Business Strategy from Revenue to Quality

Don Berwick's Era 3 Medicine

4. Give up professional prerogative when it hurts the whole
5. Use improvement science
6. Ensure complete transparency

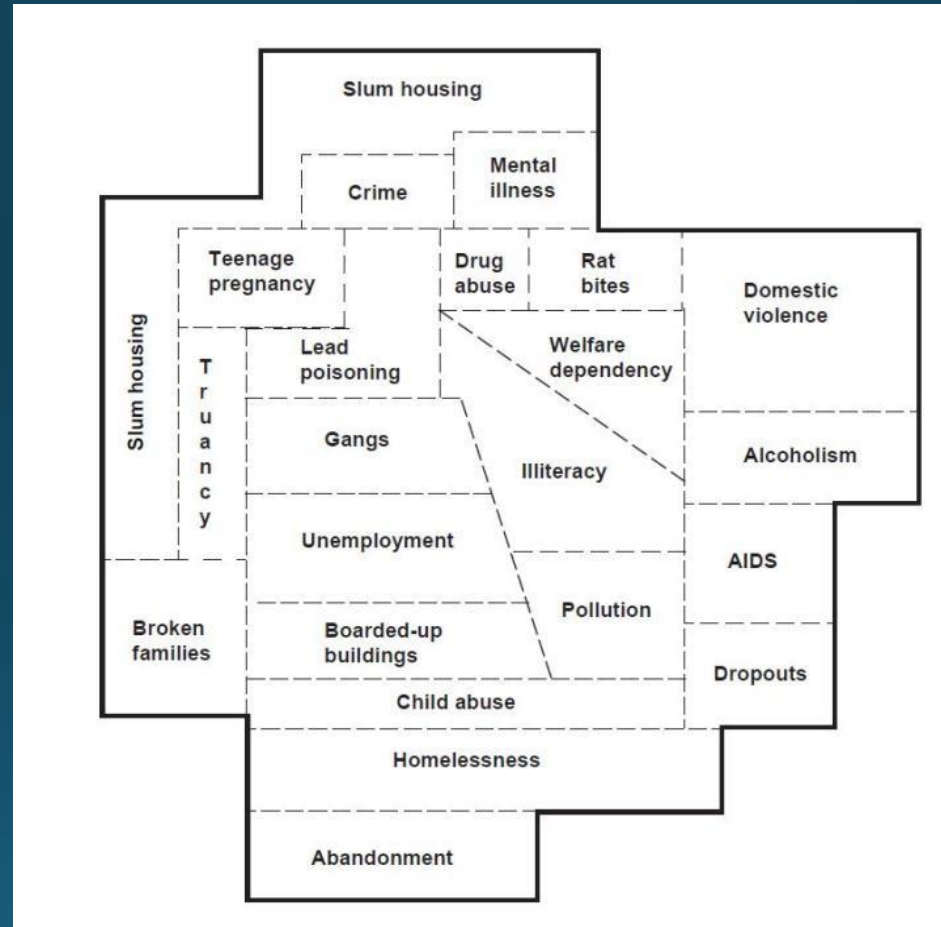
Don Berwick's Era 3 Medicine

7. Protect Civility

8. Hear the voices of the people served

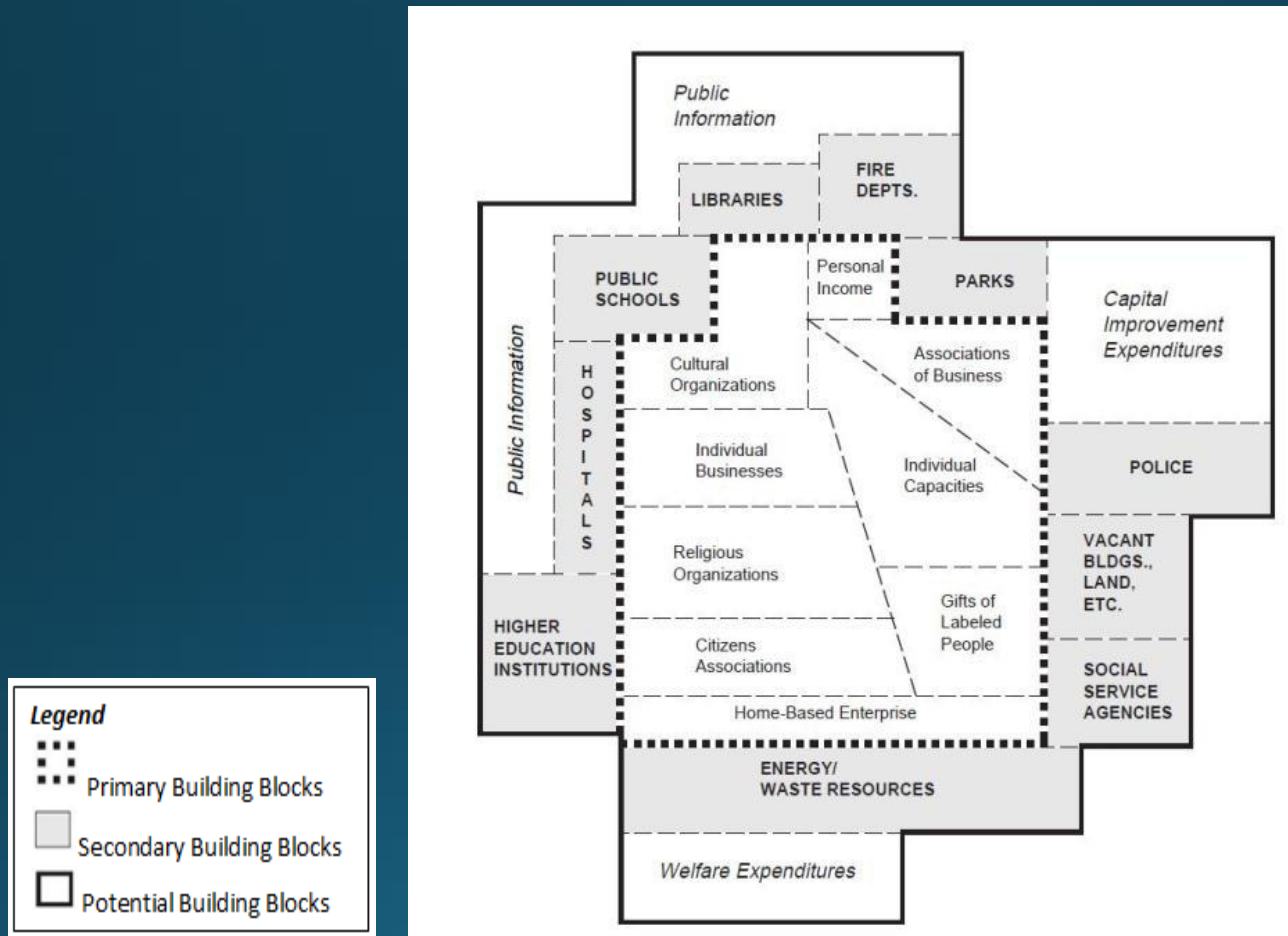
9. Reject greed

Needs-Focused Map of Health



McKnight & Kretzmann, 1996

Assets-Focused Map of Health



McKnight & Kretzmann, 1996