

Achieving Accountability for Health and Health Care

Getting to Value Conference: Building Consensus on Shared
Accountability and Population Health in Ohio

December 2014

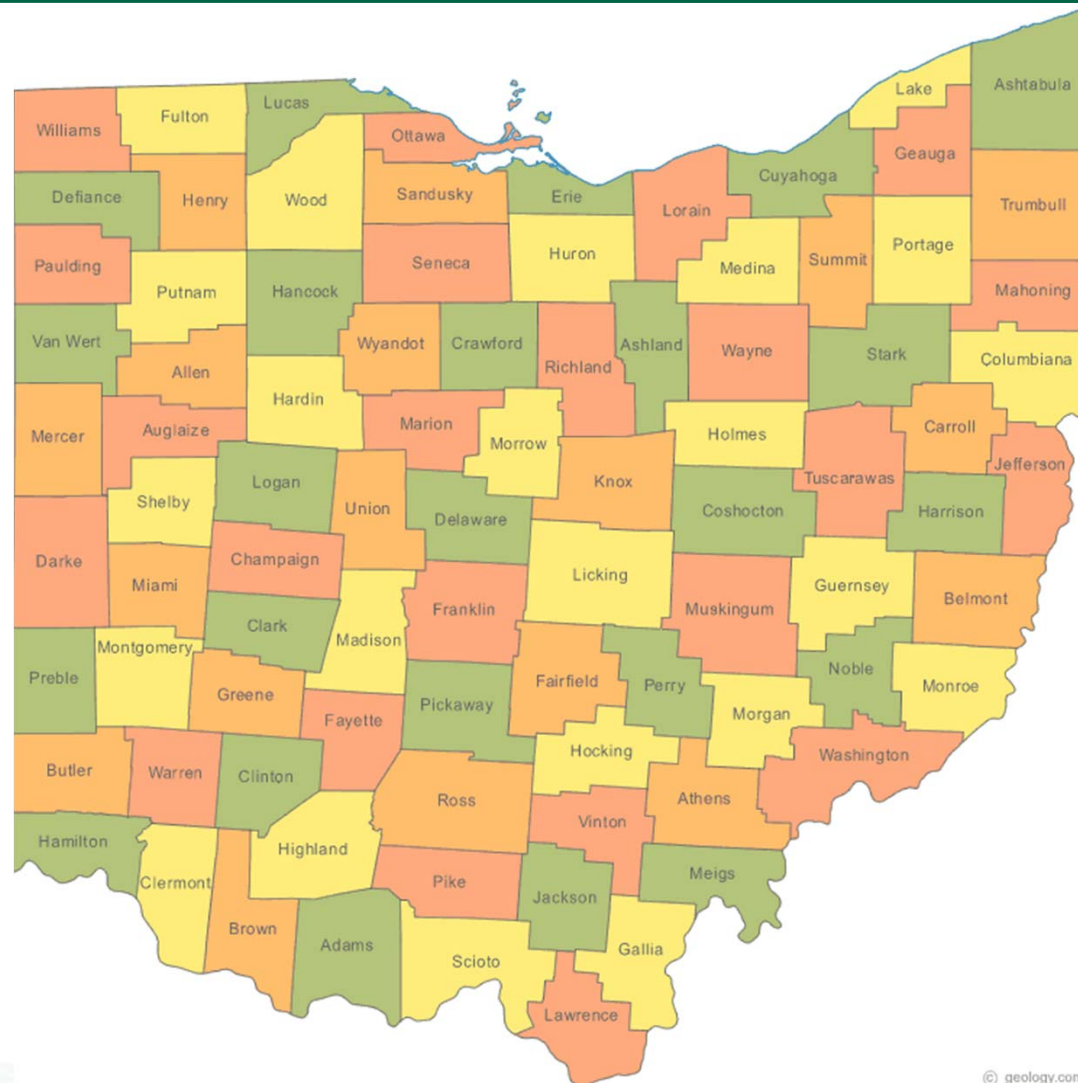
Presentation by

Sanne Magnan, MD, PhD

President & CEO, ICSI

ICSI Institute for Clinical
Systems Improvement
Transforming health care, together

OHIO



© geology.com

Objectives

- Compare and contrast health and health care, and population medicine and population health
- Discuss the Triple Aim and the case for health as the business of health care.
- Demonstrate *Going Beyond Clinical Walls*
- Illustrate components of trust

Clinical Story

85-year-old male with a history of chronic heart failure, diabetes, depression, early stage dementia, hypertension, and COPD, who has been hospitalized three times earlier in the year....












What is health?

What is health care?

Mirror Mirror on the Wall, 2014 Update: How the US Health Care System Compares Internationally – Commonwealth Report

EXHIBIT ES-1. OVERALL RANKING

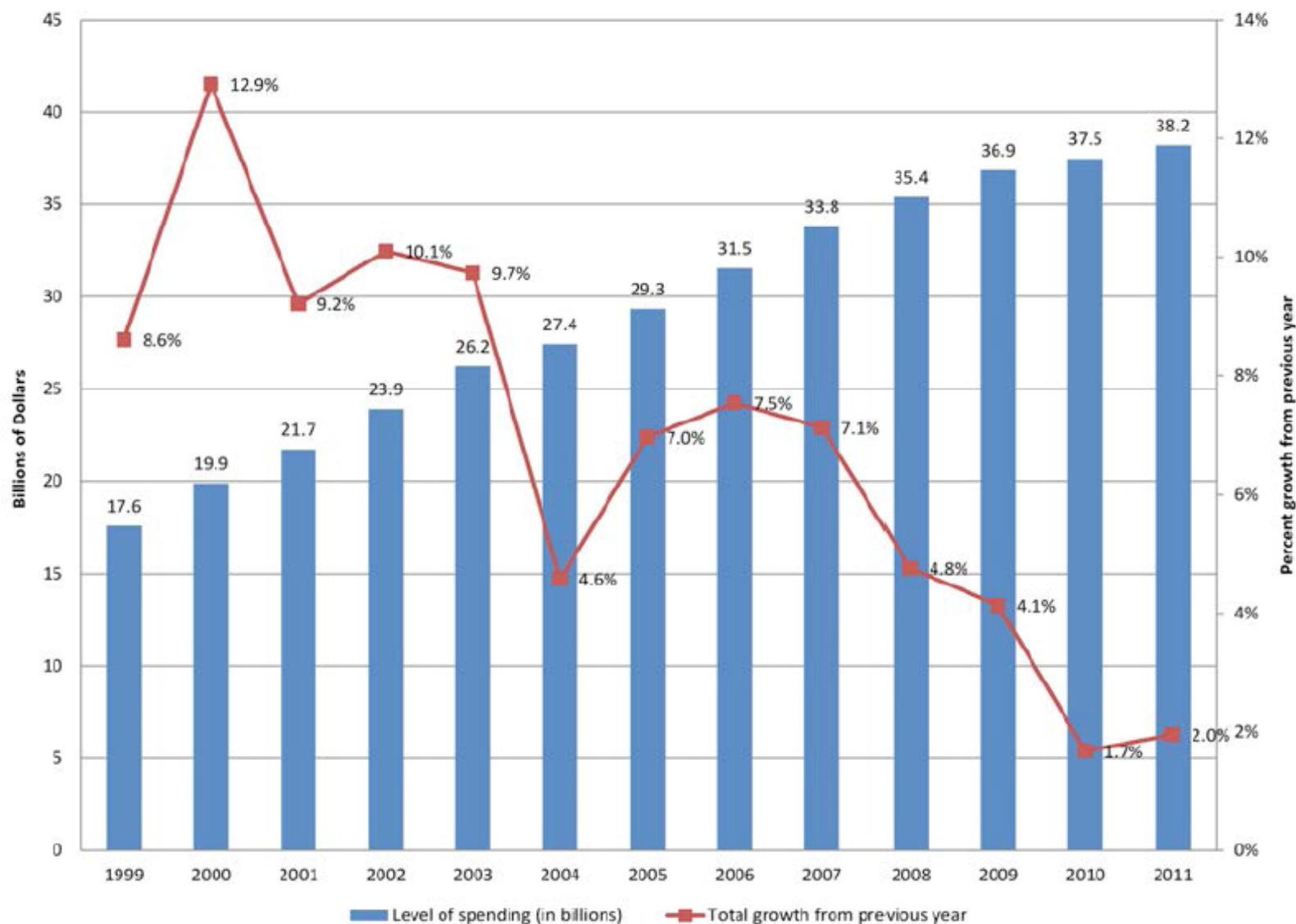
COUNTRY RANKINGS

Top 2*											
Middle											
Bottom 2*											
											
	AUS	CAN	FRA	GER	NETH	NZ	NOR	SWE	SWIZ	UK	US
OVERALL RANKING (2013)	4	10	9	5	5	7	7	3	2	1	11
Quality Care	2	9	8	7	5	4	11	10	3	1	5
Effective Care	4	7	9	6	5	2	11	10	8	1	3
Safe Care	3	10	2	6	7	9	11	5	4	1	7
Coordinated Care	4	8	9	10	5	2	7	11	3	1	6
Patient-Centered Care	5	8	10	7	3	6	11	9	2	1	4
Access	8	9	11	2	4	7	6	4	2	1	9
Cost-Related Problem	9	5	10	4	8	6	3	1	7	1	11
Timeliness of Care	6	11	10	4	2	7	8	9	1	3	5
Efficiency	4	10	8	9	7	3	4	2	6	1	11
Equity	5	9	7	4	8	10	6	1	2	2	11
Healthy Lives	4	8	1	7	5	9	6	2	3	10	11
Health Expenditures/Capita, 2011**	\$3,800	\$4,522	\$4,118	\$4,495	\$5,099	\$3,182	\$5,669	\$3,925	\$5,643	\$3,405	\$8,508

Notes: * Includes ties. ** Expenditures shown in \$US PPP (purchasing power parity); Australian \$ data are from 2010.

Source: Calculated by The Commonwealth Fund based on 2011 International Health Policy Survey of Sicker Adults; 2012 International Health Policy Survey of Primary Care Physicians; 2013 International Health Policy Survey; Commonwealth Fund *National Scorecard 2011*; World Health Organization; and Organization for Economic Cooperation and Development, *OECD Health Data, 2013* (Paris: OECD, Nov. 2013).

Trends in Minnesota Health Care Spending and Rate of Growth



Source: MDH Health Economics Program

<http://www.health.state.mn.us/divs/hpsc/hep/publications/costs/healthspending2013.pdf>

Targeting the Triple Aim*

- Improve population health
- Improve patient experience care, including quality
- Improve affordability by decreasing per capita costs

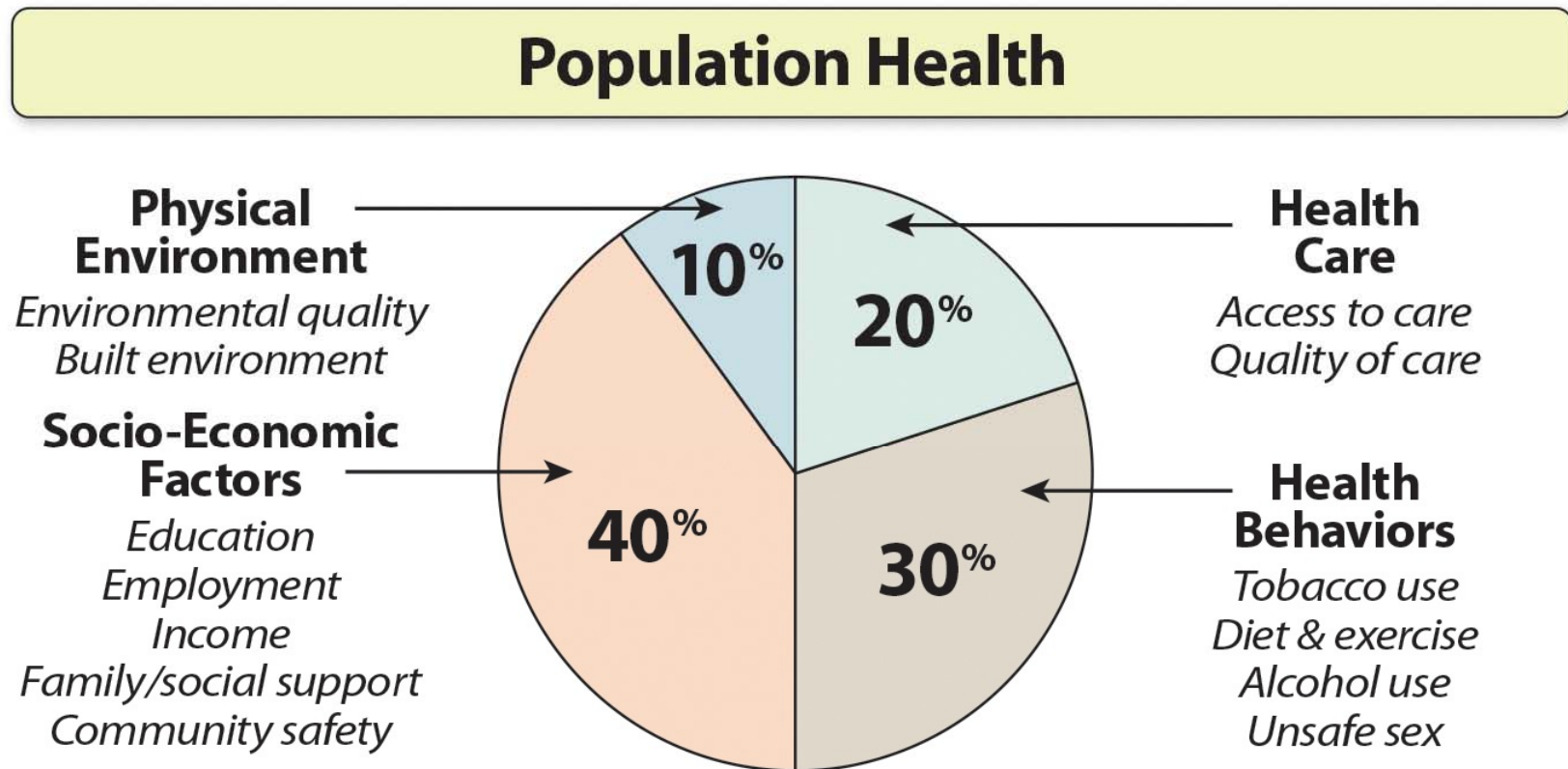
*The Triple Aim: Care, Health, And Cost. Berwick DM, Nolan TW and Whittington J., Health Affairs, May 2008, Vol. 27, No. 3, 759-769.



Population Medicine & Population Health

- *Population Medicine*
 - Patients in a clinic/hospital
OR “attributed patients”
 - Focused on problem solving
and care
 - May or may not use
resources outside the clinical
walls
 - Influenced by place and the
social determinants of health
- *Population Health*
 - People in a geographic area
OR an “attributed” group
 - Focused on well-being and
functionality, includes care
 - Uses resources outside clinical
walls
 - Influenced by place and the
social determinants of health

What Makes Us Healthy



Source: Authors' analysis and adaption from the University of Wisconsin

Death Spiral



New Imperative



Perspective

What Business Are We In? The Emergence of Health as the Business of Health Care

David A. Asch, M.D., M.B.A., and Kevin G. Volpp, M.D., Ph.D.

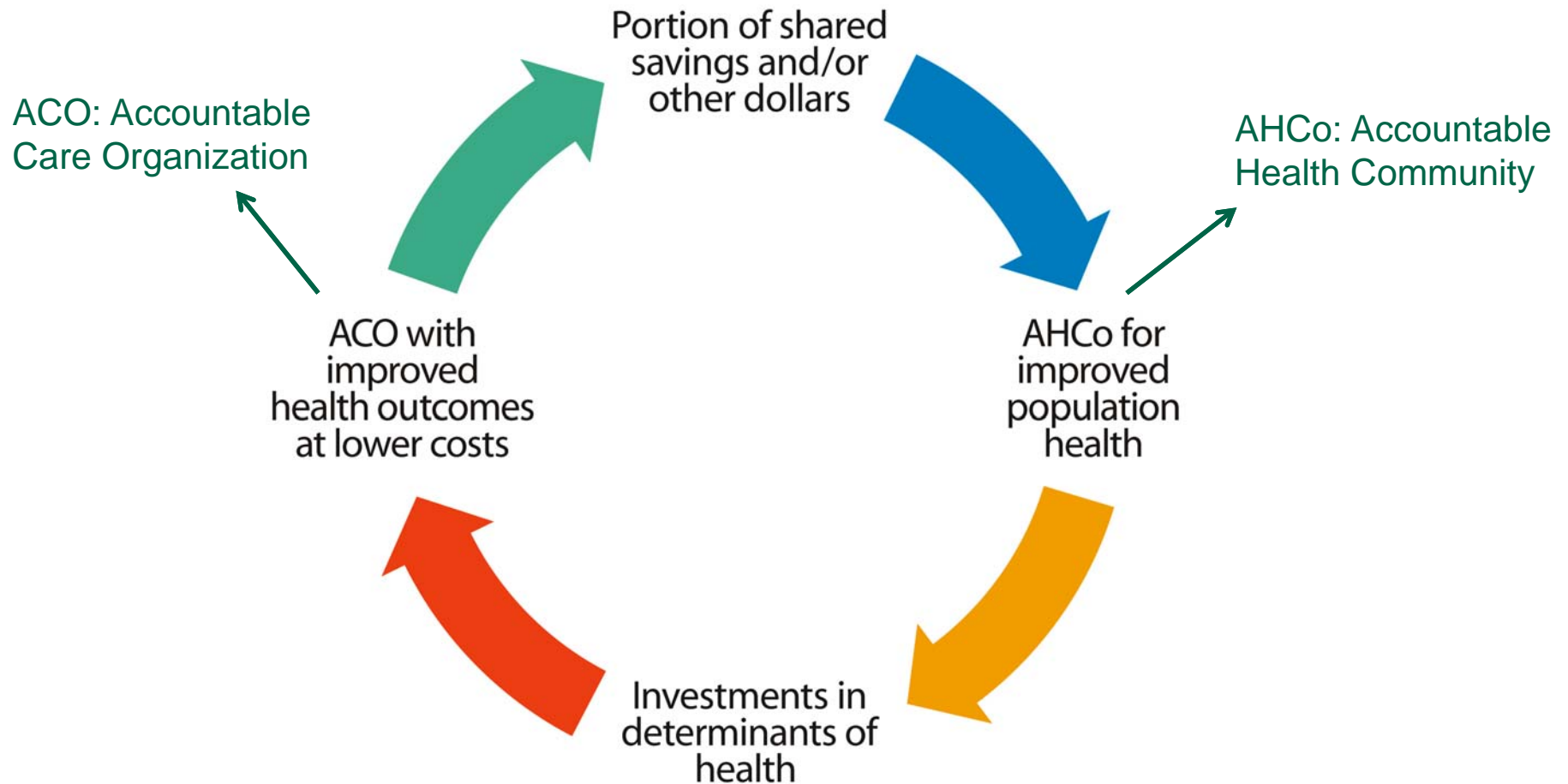
N Engl J Med 2012; 367:888-889 | [September 6, 2012](#)

Building *Accountable Health Communities* for Accountable Care



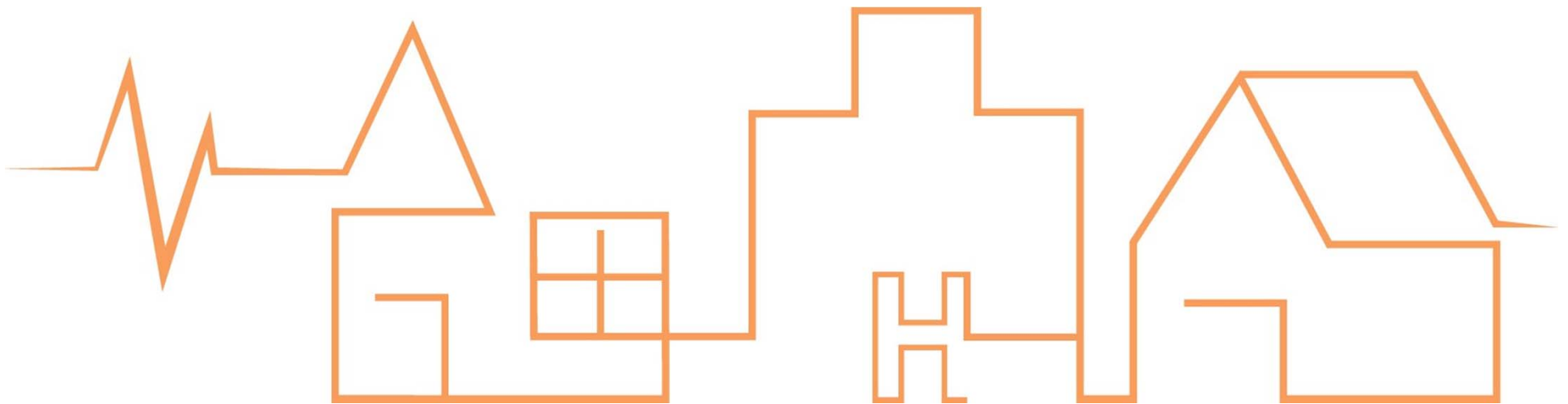
Source: Magnan S, Fisher E, Kindig D, Isham G, Wood D, Eustis M, Backstrom C and Leitz S.
Achieving Accountability for Health and Health Care. A White Paper Developed from the State
Quality Improvement Institute 2008-2012 in Minnesota. Found at: <http://bit.ly/V3Xvt0>

Community Reinforcing Loop



Source: Magnan S, Fisher E, Kindig D, Isham G, Wood D, Eustis M, Backstrom C and Leitz S. Achieving Accountability for Health and Health Care. A White Paper Developed from the State Quality Improvement Institute 2008-2012 in Minnesota. Found at www.icsi.org

Going Beyond Clinical Walls



*Sponsored by funding from the Robert Wood
Johnson Foundation;*

www.icsi.org/beyondclinicalwalls



Going Beyond Clinical Walls: Hats Matter

Clinical Story

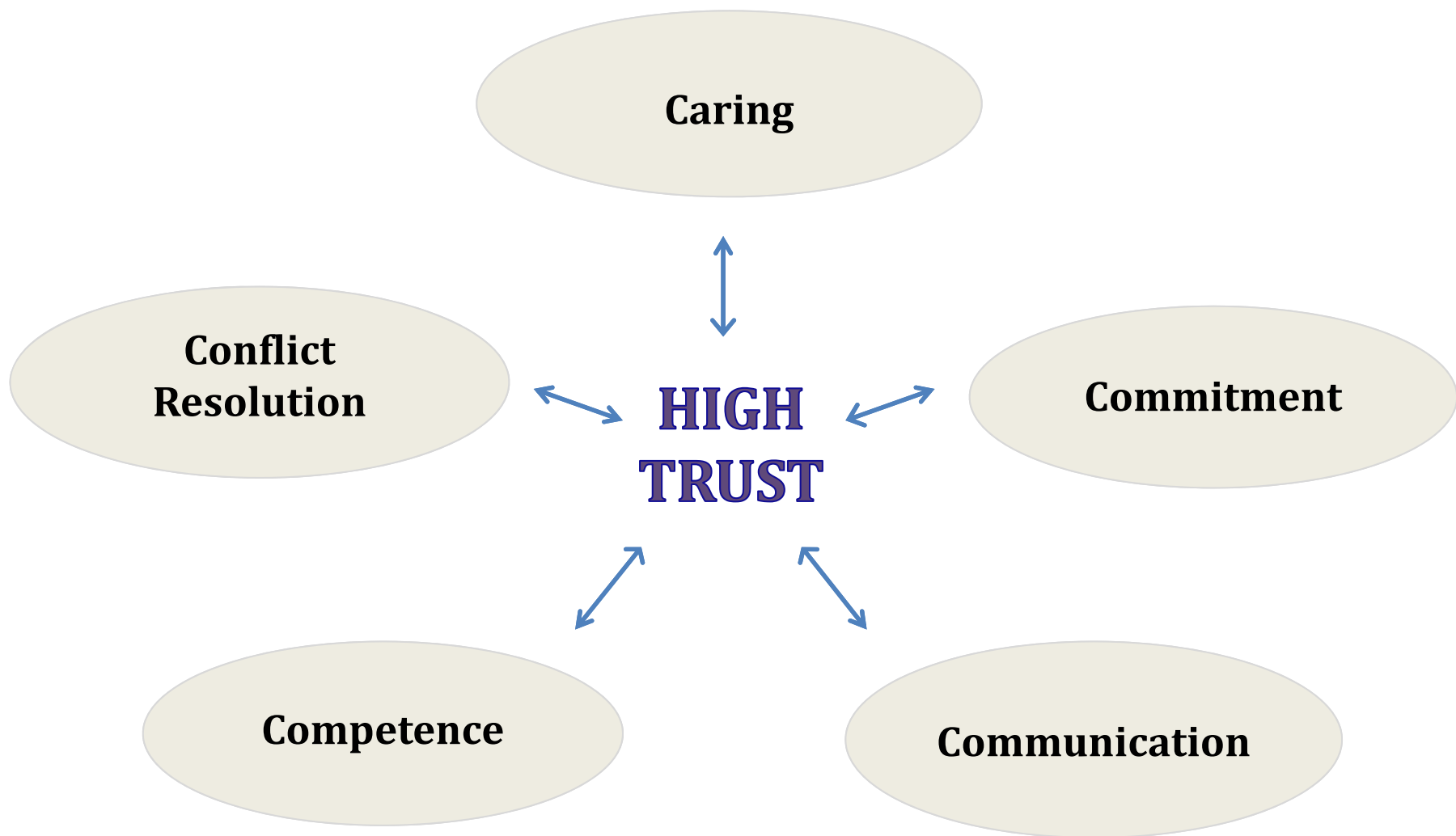
85-year-old male with a history of chronic heart failure, diabetes, depression, early stage dementia, hypertension, and COPD, who has been hospitalized three times earlier in the year....

- MN Day Services center two days per week
 - Health monitoring, socializes and eats a nutritious meal
 - Exercises twice a week at the YMCA.
- No subsequent hospitalizations.
- Increased strength and balance - -put his cane away - -new lease on life.

Trust

Trust is Essential

- What is trust?
- What does it look like to you?



Adapted from Faith Ralston and *Play Your Best Hand*, 2009

5 Trust Factors

1. **Caring:** Do I trust this person or group to actively care about my well-being and look out for my needs?
2. **Commitment:** Do I trust this person or group to do what they say and keep their commitments?
3. **Communication:** Do I trust this person or group to communicate in a timely and accurate manner?
4. **Competence:** Do I trust this person or group to have the essential knowledge and skills required for success.
5. **Conflict Resolution:** Do I trust this person or group to address concerns and resolve them in a mutually respectful way?

Trust is Essential

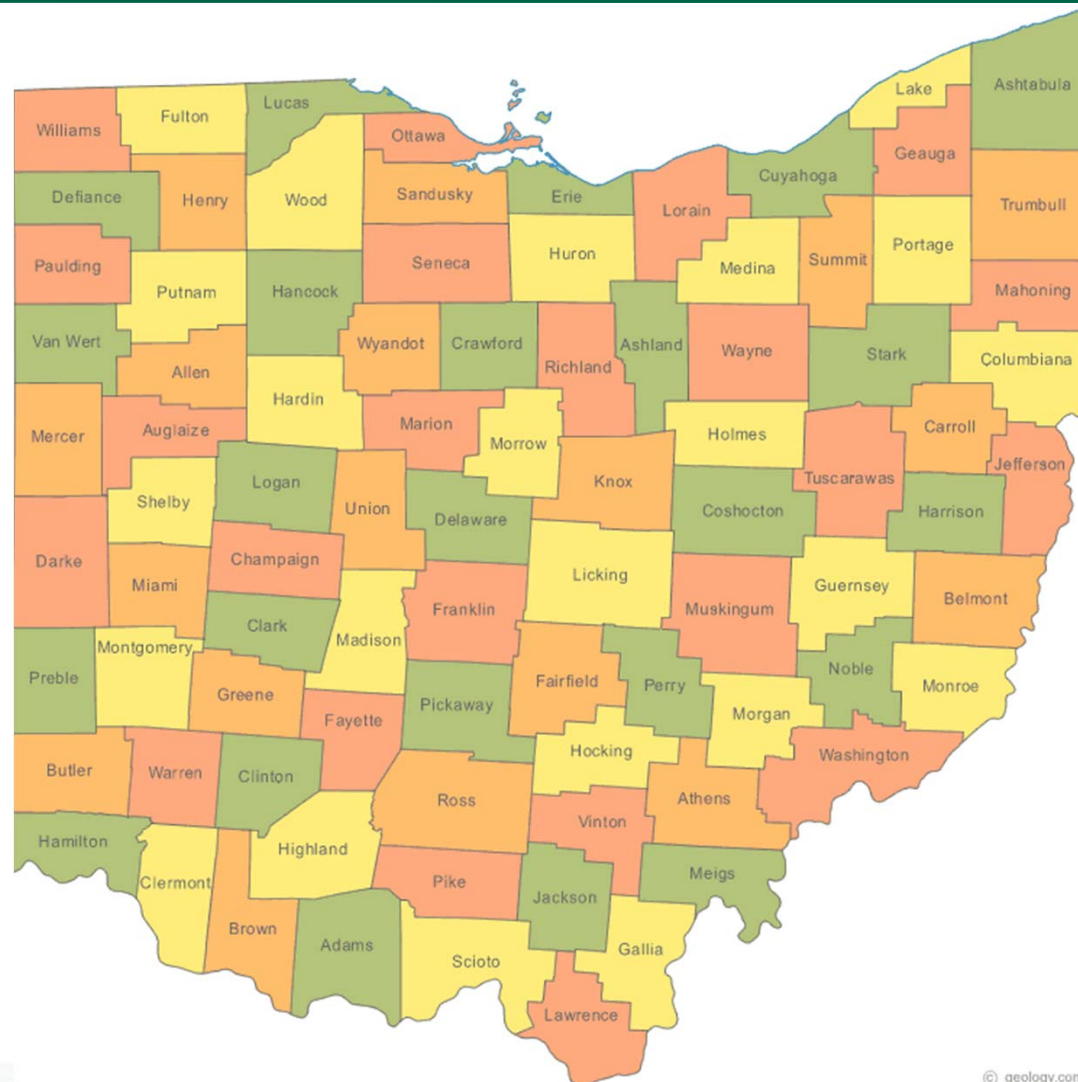
- Where is one place that if you built greater trust, it would radically improve performance and experience?

Leadership for the Triple Aim

- See the big picture
- Communicate WHY change is needed
- Create tables for diverse stakeholders with shared language and measurement
- Build trust
- Align systems & incentives
- Hold new conversations



OHIO



sanne.magnan@icsi.org
www.icsi.org

ICSI Institute for Clinical
Systems Improvement
Transforming health care, together