Scottsdale Institute’s third decade began auspiciously with our 21st Spring Conference at the Camelback Inn. More than 120 energized executives from SI member organizations and sponsors gathered to address the issue of the day: how do we move from a volume-based, fee-for-service world to one focused on value, patient-centered accountable care and population-health management?

SI Chairman Don Wegmiller kicked off the three-day event and introduced keynote speaker Paul H. Keckley, PhD, Editor of the Keckley Report and Advisor to the American Hospital Association and the Bipartisan Policy Center. Mr. Keckley addressed “Health Reform 2.0: What’s Ahead?” Among other trends, he noted, bundled payments will take center stage, many states are rewriting the Medicaid program while they expand it and insurers are more than willing to play in the health insurance exchanges.

TOP STRATEGIES

Super-executive panelists Marc L. Boom, MD, president & CEO of Houston Methodist, Tom Sadvary, CEO of Scottsdale Lincoln Health Network, David Campbell, executive VP at Oakwood Healthcare, and Laura Kaiser, executive VP & COO at Intermountain Healthcare, discussed their strategies as healthcare moves into a highly uncertain new landscape. “We don’t really know what the right model is,” said Dr. Boom, for care and financing in the future. “It will probably be a mix.”

“Population-health management is more like a rheostat” than a fixed strategy, said Mr. Sadvary, adding that the tipping point for a full value-based model is when a health system’s risk contracts achieve 25 percent to 30 percent of the total.

Mr. Campbell described how the new alliance among Oakwood Healthcare, Beaumont Health System and Botsford Healthcare improves access to capital, physician alignment, market share and population health and will serve 4 million people in southeast Michigan. Ms. Kaiser noted how, as part of an initiative to redesign care, Intermountain—a 22-hospital system with its own health plan—just opened a complex care clinic limited to 1,200 by-invitation-only patients with chronic disease, co-morbidities and social issues.

HIGH PERFORMANCE

In his address, “Creating a High Performance Health System,” David Blumenthal, MD, president of The Commonwealth Fund and former National Coordinator for Health Information Technology, discussed how the United States is essentially two countries when it comes to healthcare—and it’s not only because of low income. “Systems are failing even well-resourced people in our country,” as a result of geographical variance in quality, he said.

“We have failed to create macro-systems—drivers such as health policy and payment structures—that encourage and support the best use of micro-systems—the actual local care delivery structures.” The good news is that readmissions are declining as a result of provider initiatives.
HEALTHCARE IMPERATIVES

Susan Devore, president & CEO, Premier Inc., addressed the topic, “Healthcare’s Imperatives: Scale, Infrastructure and Transformation,” which offered many nuggets including key features of a successful ACO:

- Owning your health plan
- Managing risk
- Access to EHR data
- Patient-centered medical home
- Significant market share
- Employment of physicians

GLIMPSE OF THE FUTURE

The panel, “Successful Partnerships for New Models of Care,” moderated by Mike Kramer, MD, senior VP & CQO, Spectrum Health, highlighted innovations with exciting results occurring across the healthcare environment led by retailers, payers and other non-provider organizations. The panel included Jeffrey Kang, MD, senior VP, health & wellness, Walgreens; Miles Snowden, MD, CMO, Optum; Sam Nussbaum, MD, executive VP, clinical health policy, Wellpoint; and David Muntz, senior VP & CIO, GetWellNetwork.

HIGH RELIABILITY

Mark R. Chassin, MD, president and CEO of the Joint Commission, described how the Commission has made it a mission to help transform healthcare systems into high reliability organizations like those in aviation and the nuclear industries. He provided specific examples of the three keys to success he has seen across many health systems around the globe:

1. Leadership commitment to the ultimate goal of zero harm
2. Establishment of a safety culture
3. Robust process improvement (RPI)

He also emphasized the many resources available to health systems at their website www.jointcommission.org.

PANEL DISCUSSIONS

Tom Giella, managing director, Korn-Ferry, moderated the Town Hall discussion, a review of the topics raised during the conference. The panel, which took questions from the audience, included Mark Chassin, MD; David Classen, MD, associate professor of medicine, University of Utah and Board Member, Scottsdale Institute; David Muntz; and Sam Nussbaum, MD. Predictably, this annual capstone session evoked lively and passionate discussions about the many challenges as well as our progress in the emerging healthcare environment.
VIEW FROM THE MOUNTAIN TOP

In a breaking-out-of-the-box presentation, “Kilimanjaro and Health Reform,” two Texas Health Resources executives, Ed Marx, senior VP and CIO, and Elizabeth Ransom, MD, executive VP, conveyed novel leadership lessons for healthcare leaders learned from their experience climbing mountains around the globe.

INNOVATION IN INDIANA

Bill McConnell, senior VP of IU Health, an Indiana-based 18-hospital health system, and Tim Tarnowski, VP and CIO at IU Health’s Academic Health Center, described the health system’s evolution from a holding company with multiple fragmented systems to ultimate system-ness with a single, high-performing IS function focused on fee for value and population health.

CIO SUMMIT

During free time, CIOs gathered for a breakout session to discuss the top issues they face, and planned for a 2014 SI CIO Summit to discuss these issues in more depth. Their top issues include:

- Analytics: direction, needs, budget, talent
- Supporting initiatives around the patient experience
- CIO role versus Chief Digital Officer and other emerging roles
- Clinical connectivity with private MD practices
- Software-application rationalization & simplification
- Moving from a holding company to an operating company
- Project, program & portfolio management & governance—including demand management
- IT operating excellence—business & service management; IT operations improvement
- IT talent management—new skill sets for pop health
- Development of common accounting methods for top cost categories like depreciation & capitalization in collaboration w/ big accounting firm or HFMA

COMING SOON...

In closing the 21st Annual Spring Conference, SI Chairman Don Wegmiller noted that of the 23 speakers at the conference, nine of them were active physician leaders, reflecting that physician executives are increasingly part of solution in the redesign of the healthcare industry. He also reminded everyone to mark their calendars for April 29 to May 1 for the 2015 SI Spring Conference.

For complete presentations, audio recordings and photos visit the SI website at www.scottsdaleinstitute.org. A conference faculty list is on the back page.
2014 Spring Conference
Faculty List

JAY ANDERSON, SVP Performance Improvement/CIO, Northwestern Memorial HealthCare

DAVID BLUMENTHAL, MD, President, The Commonwealth Fund

MARC L. BOOM, MD, President/CEO, Houston Methodist

DAVID CAMPBELL, EVP Operations, System Strategy & Growth, Oakwood Healthcare

MARK R. CHASSIN, MD, President/CEO, The Joint Commission

DAVID C. CLASSEN, MD, CMIO, Pascal Metrics/Associate Professor of Medicine, University of Utah

DENNIS DAHLEN, SVP/CFO, Banner Health

SUSAN D. DEVORE, President/CEO, Premier Inc.

TOM GIELLA, Senior Client Partner/Managing Director, Healthcare Services, Korn-Ferry International

FREDERICK HESSLER, Retired Managing Director, Citigroup

LAURA S. KAISER, EVP/COO, Intermountain Healthcare

JEFFREY KANG, MD, SVP, Health and Wellness Division, Walgreens

PAUL KECKLEY, PHD, Editor, The Keckley Report

MICHAEL KRAMER, MD, SVP/Chief Quality Officer, Spectrum Health

ED MARX, SVP/CIO, Texas Health Resources

BILL MCCONNELL, SVP/CIO, IU Health

MITCH MORRIS, MD, National Sector Leader, Healthcare Provider, Deloitte

DAVID S. MUNTZ, SVP/CIO, GetWellNetwork

SAM NUSSBAUM, MD, EVP Clinical Health Policy/CMO, WellPoint, Inc.

ELIZABETH RANSOM, MD, EVP/ Clinical Zone Leader, Texas Health Resources

TOM SADVARY, CEO, Scottsdale Lincoln Health Network

MILES SNOWDEN, MD, CMO, Optum

BRENT SNYDER, CIO, Adventist Health System

TIM TARNOWSKI, VP/CIO Academic Health Center, IU Health

MICHAEL TAYLOR, MD, CMO, Truven Health Analytics

DON WEGMILLER, Chairman, Scottsdale Institute and Co-Founder, C-Suite Resources

SCOTTSDALE INSTITUTE
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