Health Care Policy and Practice Transformation

Marna P. Borgstrom, M.P.H.
CEO
Yale New Haven Health
New Haven, CT
Learning Objectives

- Discuss healthcare policy and predictions based on the history of healthcare.
- Review the actions needed by health systems to manage demands of new payment models and to expand non-acute services.
- Identify the challenges facing health-system executives to innovate while ensuring success with existing payment and policy structures.
Yale New Haven Health System Overview

YNHHS At A Glance

- $4.4B revenue
- 24,200 employees
- 7,100 physicians
- 2,563 beds
- 390 Ambulatory sites
My Story

• Why healthcare
• Why health system leadership
• Journey to CEO
Changing Healthcare Environment

- Cost pressures on employers / 3rd party payors
- State budget cuts and Medicaid payment reductions
- Federal Medicare reductions and more being planned
- Provider-based pressures
- Greater system competition profit and venture capital
- Greater transparency on safety/quality process and outcome metrics
- Physician and management burnout and stress
- Employee communication and transparency challenges

Transformational Leadership Required For Continued Success
Polling Question

Is your health system/organization prepared for the change to a population health model for payment and the value proposition?

A. Fully Prepared
B. Moderately Prepared
C. Minimally Prepared
D. What is Population Health?
Polling Question

Health systems have a good handle on how to connect improvements in care with changing payment models.

A. Pretty much
B. Not so much
C. Are you kidding?
What Patients Want

- Access / Convenience
- Integrated Care
- Compassion and Respect
- Affordability
YNHHS Strategic Framework

Yale New Haven Health enhances the lives of the people we serve by providing access to high value, patient-centered care in collaboration with those who share our values.

Provide Unparalleled Value

**People**
- Diversity/Inclusion
- Leadership
- Engagement and Communication
- Education
- Recruitment
- Governance & Organizational Structure

**Patient-Centered Care**
- Patient Experience
- Quality/Benchmark Outcomes
- High Reliability Performance/Safety

**Clinical Depth**
- Physician Network and Engagement
- Service Lines/Destination Programs
- Clinical Program Development
- Post Acute Care

**Clinical Breadth**
- Health Improvement
- Clinically Integrated Provider Network
- Coordinated Continuum of Care
- Regional Footprint

**Payment and Finance**
- Cost/Unit
- Price Transparency
- Financial Position
- Net Operating Results
- Capital
- Payer/Payment
- Philanthropy

Yale New Haven Health is committed to innovation and excellence in patient care, teaching, research and service to our communities.

Integrity  Patient-Centered  Respect  Accountability  Compassion
Patient Story – 93 year old
Patient Story – Infant
High Reliability Organization

- No Preventable Deaths
- No Preventable Injuries
- No Quality Indicator Variation
- No Preventable Risk
- No Experience Less Than Outstanding
- No Preventable Injuries
- No Preventable Risk
- No Quality Indicator Variation
- No Experience Less Than Outstanding

HIGH RELIABILITY ORGANIZATION

Yale New Haven Health HRO Program

OUR FOCUS
Yale New Haven Health is committed to patient safety. We are on a multiyear journey to become a high reliability organization, aimed to reduce preventable harm to patients and employees.

HIGH RELIABILITY PRINCIPLES
• Preoccupation with failure
• Sensitivity to operations (front line)
• Don’t simplify interpretations
• Defer to expertise
• Detect, contain, remediate - fast
Yale New Haven Health HRO Program

- **Communicate Clearly**
  - Repeat Backs / Read Backs with Clarifying Questions
  - Phonetic and Numeric Clarifications

- **Handoff Effectively**
  - Situation, Background, Assessment, Recommendation (SBAR)

- **Attention to Detail**
  - Self-check using Stop, Think, Act, Review (STAR)

- **Mentor Each Other – 200% Accountability**
  - Cross-Check and Coach teammates
  - Speak up for Safety: “I have a Concern”

- **Practice and Accept a Questioning Attitude**
  - Validate and Verify
  - Stop the Line – “I need clarity!”
Healthcare and Pharmacists Will Be Everywhere

Patient Care Options

Traditional Access Points
- Primary Care Office
- Low Acuity
- Emergency Department/Hospital OP

Consumer Oriented Access Points
- Virtual Visit (e.g. MDLive, Teledoc)
- Independent Lab (e.g. Quest, LabCorp)
- Retail Clinic (e.g. MinuteClinic)
- Independent Radiology (e.g. Advanced Radiology)
- Ambulatory Surgery Center (e.g. COS, SCA)
- E-mail
- Online
- Mobile
- Remote Monitoring

Source: The Advisory Board Company
Polling Question

One of the challenges facing leaders in health care is to ensure that your team is fully engaged in the future vision and prepared to manage rapid change management? Is your team ready?

A. Yes
B. No
Transformational Leadership

- Build your team
  - Hire / promote the best
  - Transform low performers into high performers or move them out

- Have a vision and a plan and engage your team in achieving it
  - Set clear expectations
  - Have regular check-ins
  - Meet milestones

- Don’t sit in your office; walk, share, listen!

- Encourage new ideas – “what got us here won’t get us there”...

- Provide and receive feedback
Implications for Pharmacy Leaders

• Build your team
   Are there enough qualified pharmacists? How will you staff?
   Can they cover different settings?
   Do you have career development plans for members of your team?

• Have a vision and plan
   Where is your organization going? service lines? ambulatory care? partnerships along the continuum?
   What does your staff know?
   What do they have to do to support organizational and personal success?
Implications for Pharmacy Leaders

- Don’t sit in your office
  - Know your staff
  - Understand their environment and their challenges
  - Ask questions

- Encourage new ideas
  - How do you problem solve?
  - How do you engage with others across your organization?

- Provide and receive feedback
  - You cannot grow if you only believe your own “press clippings”
  - Ask for feedback from multiple sources
  - Act on the feedback that resonates
Polling Question

Based on the history of changes in healthcare and healthcare policy, healthcare providers can manage successfully into the future.

A. True
B. False
Key Takeaways

- Healthcare is a challenging and complex environment constantly transforming
- Innovation and successful change management are pre-requisites to long-term success
- Think of your career as a work in progress – you are never “there” / constant evolution
- You are in charge of your career
- Pharmacists are natural leaders – go for it!