Achieving Breakthroughs in Health Care Value Requires New Organizational Models

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Quality Problems are Legendary

- Entrenched overuse, misuse, underuse
- Meager improvements in quality over time
- Focus of improvement efforts at the micro-system level
- Fundamental reform of the delivery system is necessary
Delivery System Inertia

- Absurdly fragmented delivery system
- Obsession with the services, not the outcomes
- Predilection for autonomy over “systemness”
- Lack of accountability for critical aspects of care
- And so much more…
Patient-Focused Episode: Low Back Pain

Population at Risk: Adults with back pain

**Diagnosis & Initial Management**
- Confirm back pain syndrome; Rule out red flags (i.e. malignancy, infection)

**Shared Decision Making & Informed Choice**
- Patient baseline assessment of function, mental health & comorbidities

**Surgery or Medical Treatment**
- Getting Better
- Staying Healthy (T1)
- Living w/ Illness/Disability (T2)

**Follow-up Care & Prevention**
- Episode begins - onset of symptoms
- Episode ends - 1 year
New Organizational Models: Patient-Focused Episodes

- Assume responsibility for the provision of patient-focused episodes
- Participate in new payment programs that reward achievement of best outcomes at least cost
- Publicly report performance results
New Organizational Models: Support Care Delivery

- Investment and use of information technology
- Redesign of care processes based on “best practices”
- Knowledge and skill management
- Deployment of multi-disciplinary teams
- Coordination of care across patient conditions, services, and settings
- Performance measurement and improvement

» Crossing the Quality Chasm, IOM, 2001
New Organizational Models: Population Health

- Community-wide initiatives to promote healthy lifestyles and reduce disparities
- Direct-to-consumer health management programs
- “Pay-for-population health” performance initiatives
Opportunities and Challenges at Various Levels

Communities
Health Plans
Integrated Delivery Systems
Health Care Homes
Micro-systems
Important Considerations

- No one “right” approach; One size will not fit all
- Many types of organizational models
  - Loosely structured to highly integrated
  - Virtual versus hardwired
  - We don’t know which ones will work best
- New models will emerge at all levels
Important Considerations

- Ability to participate in aligned payment programs
- Economies of scale
- Access to capital
- HIT—Limitations of national standards in achieving connectivity
• Professional “buy-in”
• Patient engagement and choice
• Balance of power
• National priorities & goals that require higher levels of organizational capacity to achieve
• New generation of performance metrics
• Demonstrations/Pilot programs
• Payment reform
• HIT standards and capital investment
• Community-wide infrastructure
• Professional education
• Consumer engagement