



# **ORGANIZATIONAL CHANGE TO SUPPORT POPULATION HEALTH**

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PHILADELPHIA IT CIRCLE

OCTOBER 18, 2018

5:30 PM to 8:30 PM

# PHILADELPHIA IT CIRCLE

Philadelphia Health IT Circle (PHITC) is a networking, education, and advocacy group for the Philly digital health scene.

Our members include entrepreneurs, investors, health care providers, payers, patient-advocacy concerns, and academics who span the spectrum of developers and consumers of digital health products and services.



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## About Us

**Energize the digital health innovation ecosystem  
in Philadelphia**

# Our Expert Panel



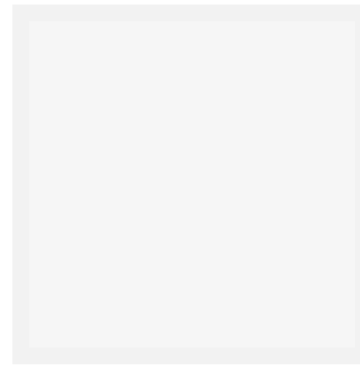
Matthew Press,  
MD, MSc University  
of Pennsylvania  
Health System

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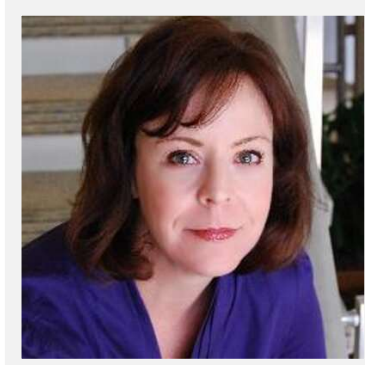
Susan Freeman,  
MD, MS, FACPE,  
FACE, Temple  
University

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Michael Lachamyer,  
Vice President,  
Tandigm

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Denise Hammel,  
RN, MSN, CLSSBB,  
CPHQ,  
XcellenceFirst

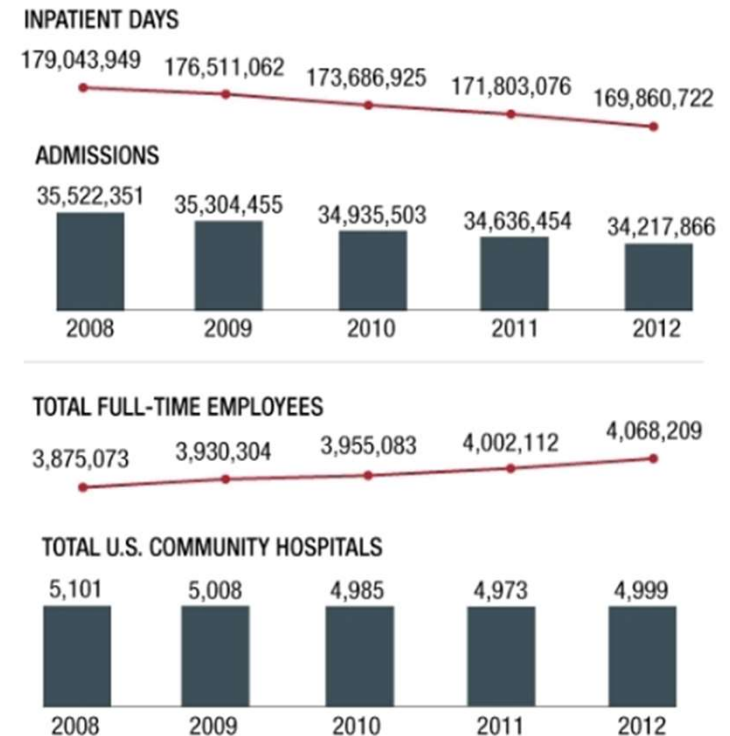
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# Current State Challenges

- Despite the movement towards population health, hospitals continue to increase FTE's
- For some organizations, focus remains predominantly inpatient
- Many organizations have a dedicated population health resource, but knowledge of where the industry is headed exists in pockets
- Organizations are straddling FFS and Value-based Care

*We can't solve tomorrow's challenges with yesterday's tools*

## Divergence: The growing mismatch between hospital supply and demand



Source: American Hospital Association 2014 Hospital Statistics



**Q** In the next three years, what will be your organization's top strategies for containing costs?



Source: Economist Intelligence Unit survey, February 2017

# Where are Hospitals Investing?

## IT TOOLS

- Population Health
  - Care coordination
  - Integration
  - Analytics
  - Risk stratification
- Revenue Cycle
- Customer Relationship Management
- Artificial Intelligence
- Telehealth/telemedicine
- Disease Registries

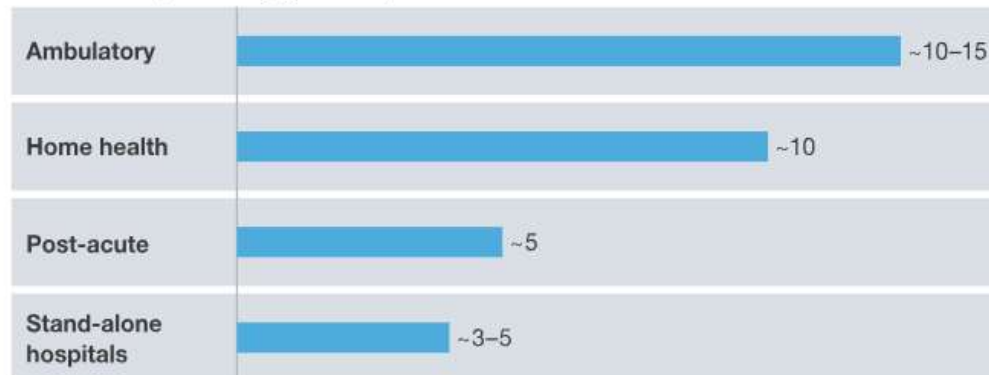
## BUSINESS SOLUTIONS

- Urgent Care
- Mergers/Acquisitions
- Mega mergers (Amazon/CVS)
- Incorporating Payer/Provider

# More spend outside hospitals may mean more resources

Return profile for select healthcare asset classes

Pre-tax ROIC, including good will, %

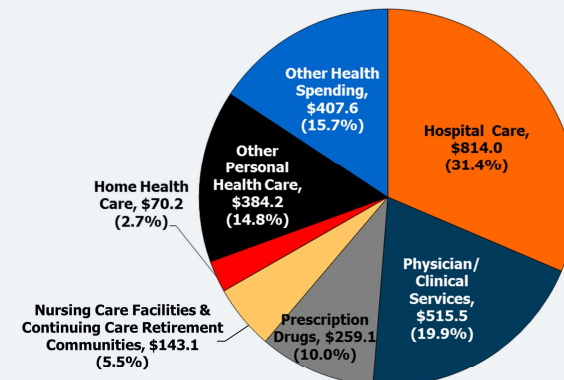


ROIC, return on invested capital.

Source: McKinsey Corporate Performance Analysis Tool (based on annual financial reporting of publicly traded companies)

McKinsey&Company

**Distribution of National Health Expenditures, by Type of Service (in Billions), 2010**



**NHE Total Expenditures: \$2,593.6 billion**

Note: Other Personal Health Care includes, for example, dental and other professional health services, durable medical equipment, etc. Other Health Spending includes, for example, administration and net cost of private health insurance, public health activity, research, and structures and equipment, etc.

Source: Kaiser Family Foundation calculations using NHE data from Centers for Medicare and Medicaid Services, Office of the Actuary, National Health Statistics Group, at <http://www.cms.hhs.gov/NationalHealthExpendData/> (see Historical; National Health Expenditures by type of service and source of funds, CY 1960-2010; file nhe2010.zip).

# Healthcare's current challenge to build a population health workforce

## Clinical

Senior clinicians have not been trained in population health

Inpatient focus remains on current initiatives with little time for forward focus

Workforce shortages place significant demands leaving little time for growth and development

## Technology

Hospitals continue to address current IT challenges (i.e. implementation, optimization)

Balance between addressing EHR's vs. Telehealth, Patient Engagement

Systems not build for the data needs of population health

## Business Ops

Hospitals cannot lose inpatient revenue but need to attract new sources

Competing priorities make it difficult to know where to focus efforts

Outside threats continue to shift focus from organizational priorities to avoiding the next issue



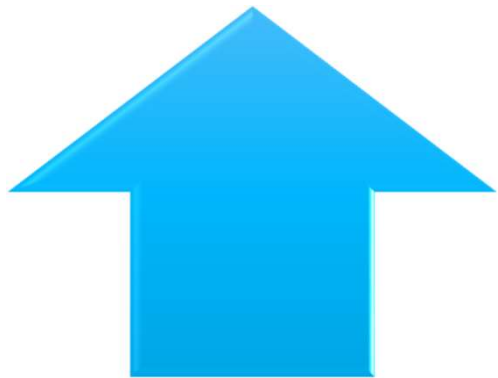
# What's Influencing the Workforce Challenge?

- Aging population
- Increasing diversity and intergenerational differences
- Rapid technological advances, including telehealth
- Regulatory constraints
- Changing and new workforce rules
- Changing and growing consumer/patient demand for care

# Population Health Defined

- The health outcome of a group of individuals, including the distribution of such outcomes within the group
  - A range of personal, social, economic, and environmental factors that influence the distribution of health outcomes, and the policies and interventions that affect those factors. We call these factors Social Determinants of Health
- An opportunity for health care systems, agencies and organizations to work together in order to improve the health outcomes of the communities they serve.
- Comprised of three core components health outcomes, patterns of health determinants, and policies and interventions.

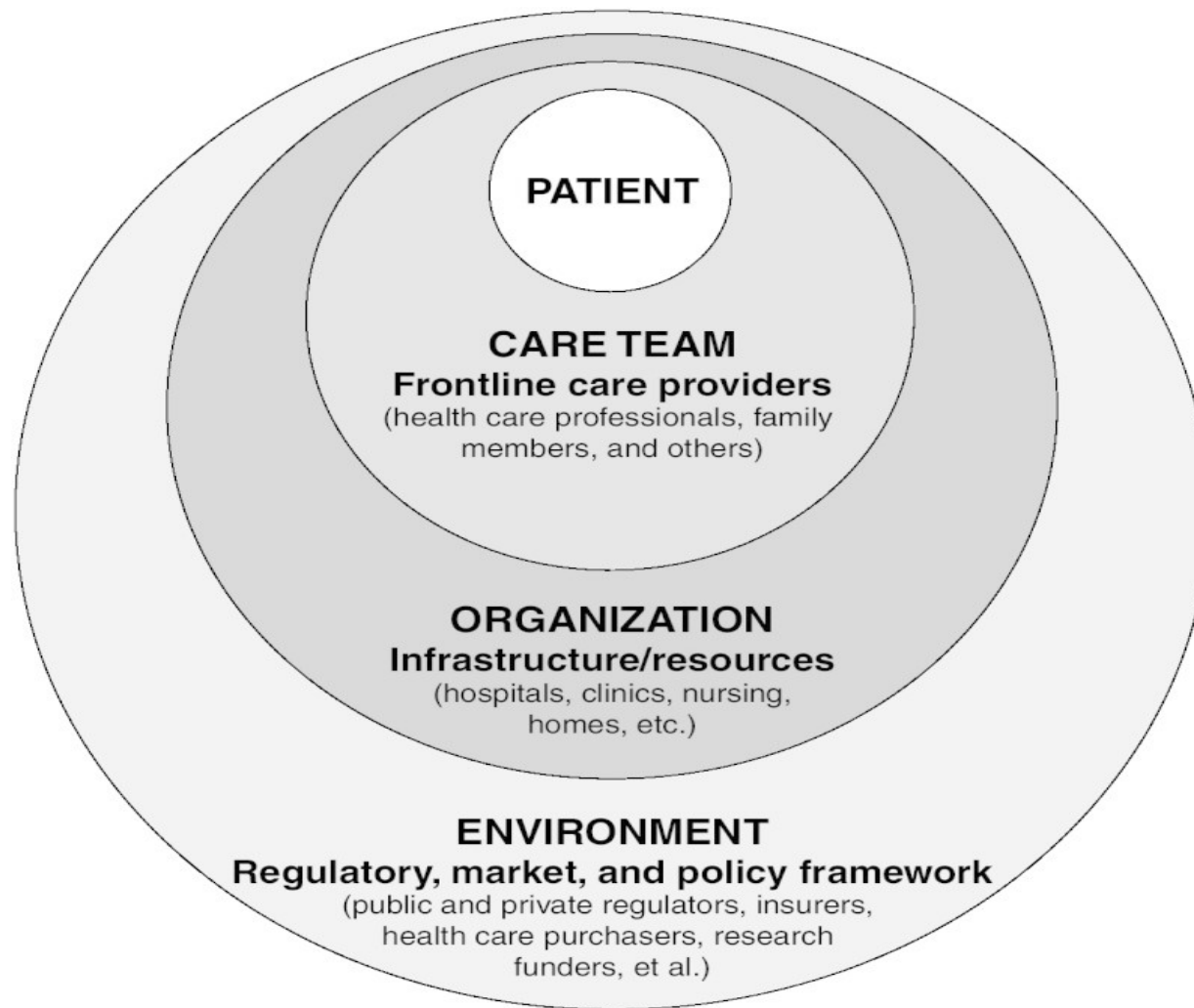
# Health Determinants and Outcomes



Education  
Social Status  
Support Systems  
Access to Care/Services



Lower incidence of stress  
Lower likelihood for disease  
Avoidance of negative health behaviors



# Operating Capabilities and Competencies



<b>Organizational Capacity</b>	Organizational structure, governance, and culture to support a population health management infrastructure.
<b>Workforce Readiness</b>	Staffing, roles and responsibilities, training needs, and alignment.
<b>Clinical Processes &amp; Operations</b>	Clinical workflows, protocols, programs, and services. Quality and outcome measures.
<b>Patient Experience Management</b>	Communication, engagement and activation, shared decision making, tactile and emotive experience.
<b>Clinical Technology Systems</b>	Health IT systems, capabilities, IT infrastructure.
<b>Data, Analytics, and Reporting</b>	Data sources and quality, storage, management. Analytic and reporting models for clinical, operational, and financial purposes
<b>Finance / Business Models</b>	Financial expectations, cost tracking, contracting for value-based goals.

A large, diverse crowd of people is gathered outdoors, filling the frame from the foreground to the background. The sun is shining brightly from the upper center, creating a strong lens flare that radiates across the scene. The people are mostly seen from the back or side, looking towards the sun. The overall atmosphere is bright and energetic.

# **OUR PANEL**



- A comprehensive population health strategy includes workforce training and development
- Clinical and business professional beginning their careers must have a solid foundation of population health knowledge
- If organization skills and capabilities are aligned with current models of care, systems and processes will follow



## Q & A

Ask our panel!



# Thank You

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We wish to thank our expert  
panel and our host, Comcast for  
a terrific event!