



Accountable Care & Population Health Mgt: Friends, Foes, or Ships Passing in the Night?

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Yin & Yang of an Optimal Care System

Specialization

- Reductionist
- Cartesian view
- Essence defined by parts (machine)
- Scientific method
- Chemistry, physics
- Organ-centered care
- Disease focus
- Curing orientation
- Fragmenting



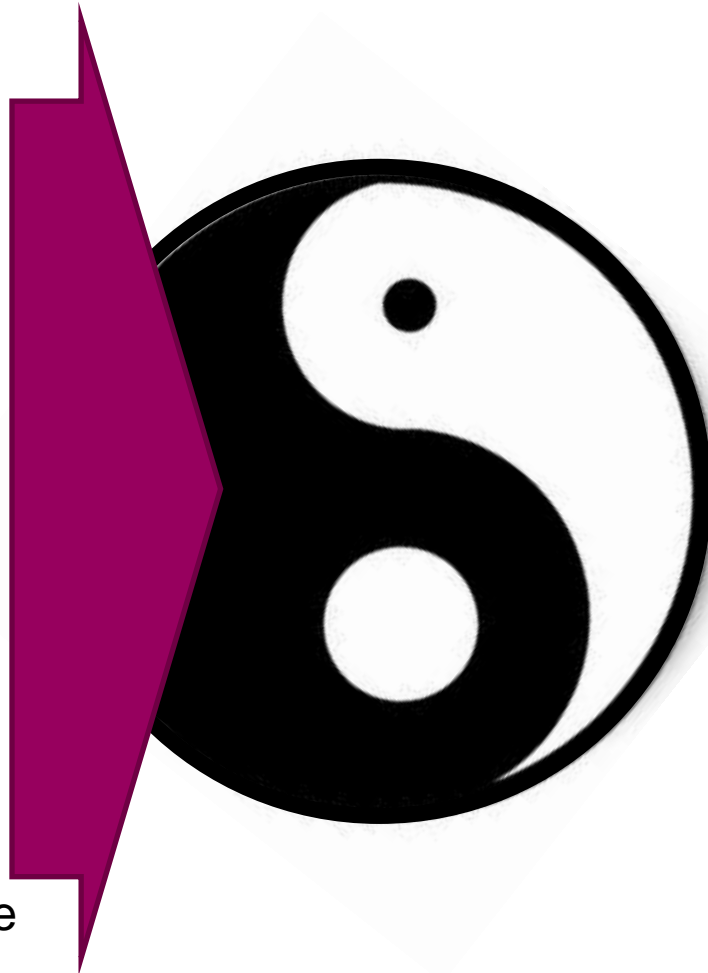
Integration

- Holistic
- Aristotelian view
- Whole is greater than sum of its parts
- Systems theory
- Complexity, chaos
- Patient-centered care
- Health focus
- Prevention orientation
- Defragmenting

Our Unbalanced Health Care “System”

Specialization

- Uncoordinated care
- Process focus
- Poor handoffs
- Navigation hard
- Continuity lacking
- Little data exchange
- Waste, duplication
- Curing vs. caring
- Volume-based pay
- Incentives to do more



Integration

- Teamwork
- Triple Aim
- Care transitions
- Population health
- Accountable care
- Medical homes
- Participatory care
- Cost-effectiveness
- Value-based pay
- Incentives to do better

Top 12 Accountable Care Cautions

Overestimation of Organizational Capabilities

1. Overestimation of ability to manage risk
2. Overestimation of ability to use electronic health records (“meaningfully”)
3. Overestimation of ability to report performance measures
4. Overestimation of ability to implement standardized care management protocols

Failure to Balance Interests & Engage Stakeholders

5. Failure to balance the interests of hospitals, primary care physicians, and specialists in creating governance and management processes to adjudicate differences
6. Failure to sufficiently engage patients in self-care management and self-determination

7. Failure to make contractual relationships with the most cost-effective specialists
8. Failure to navigate the new regulatory and legal environment
9. Failure to integrate beyond the structural level

Failure to Recognize Interdependencies

10. Failure to recognize the interdependencies and therefore the potential cumulative “race to the bottom” by compounding mistakes

Failure to Leverage Experience (Internal & External)

11. Failure to measure relentlessly, assess on the fly, and apply derived learnings quickly
12. Failure to collaborate with others for capabilities that may not be performed as efficiently or effectively internally

Based on Singer & Shortell, JAMA, August 9, 2011

Ideal Partners For Accountable Care

ACO XYZ

- Advanced analytics
- Predictive modeling
- Risk assessment
- Outcomes tracking
- Active outreach
- Behavior change
- Patient-centeredness
- Participatory care
- Care coordination
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PHM ABC

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