

Where is Healthcare Reform in 2014.....What about Quality and Innovation?

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Professor of Surgery

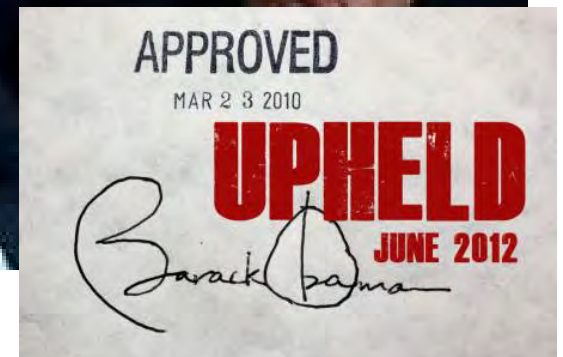
University of Nebraska

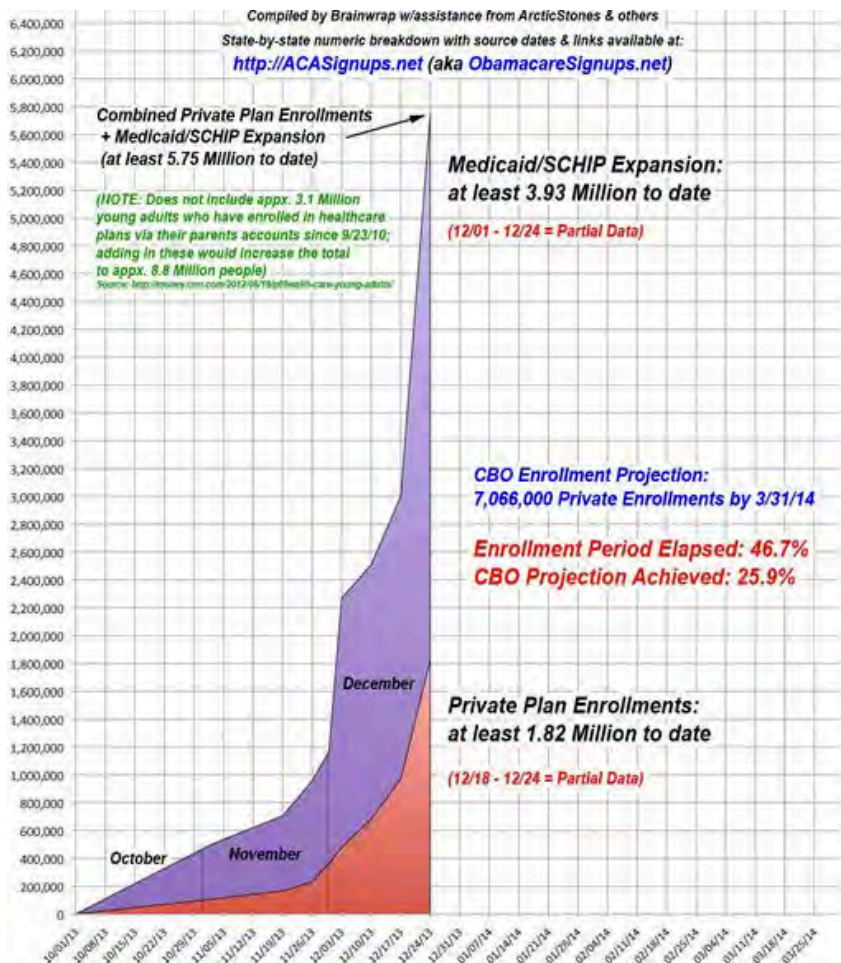
It used to be



If you can't afford a doctor,
go to an airport - you'll get a
free x-ray and a breast exam,
and; if you mention Al Qaeda,
you'll get a free colonoscopy.

Things Have changed in health care



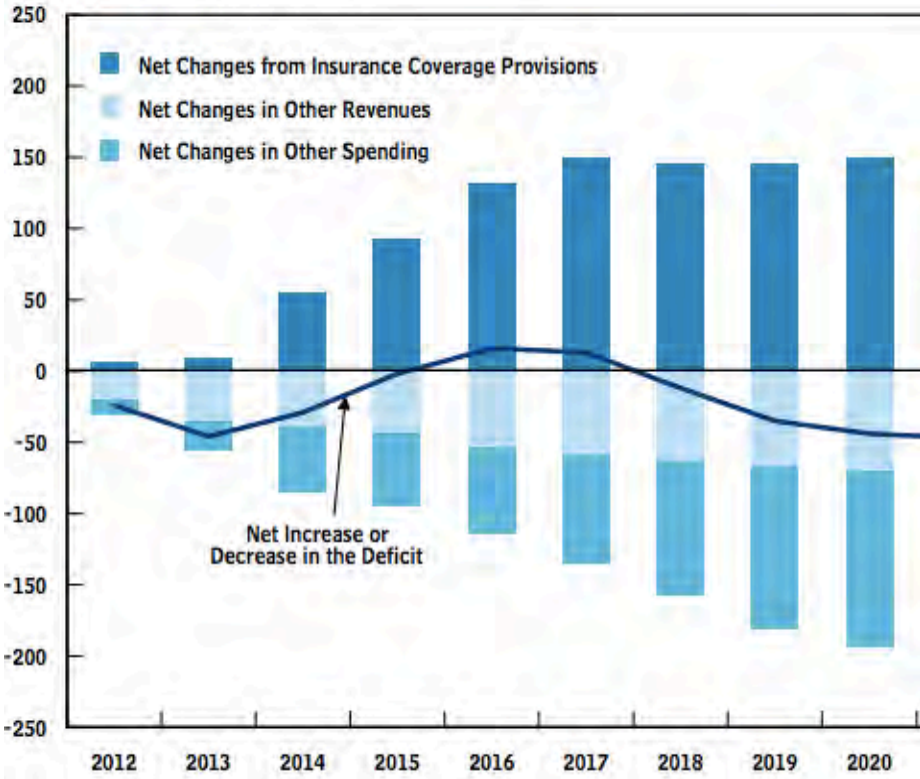


ACA

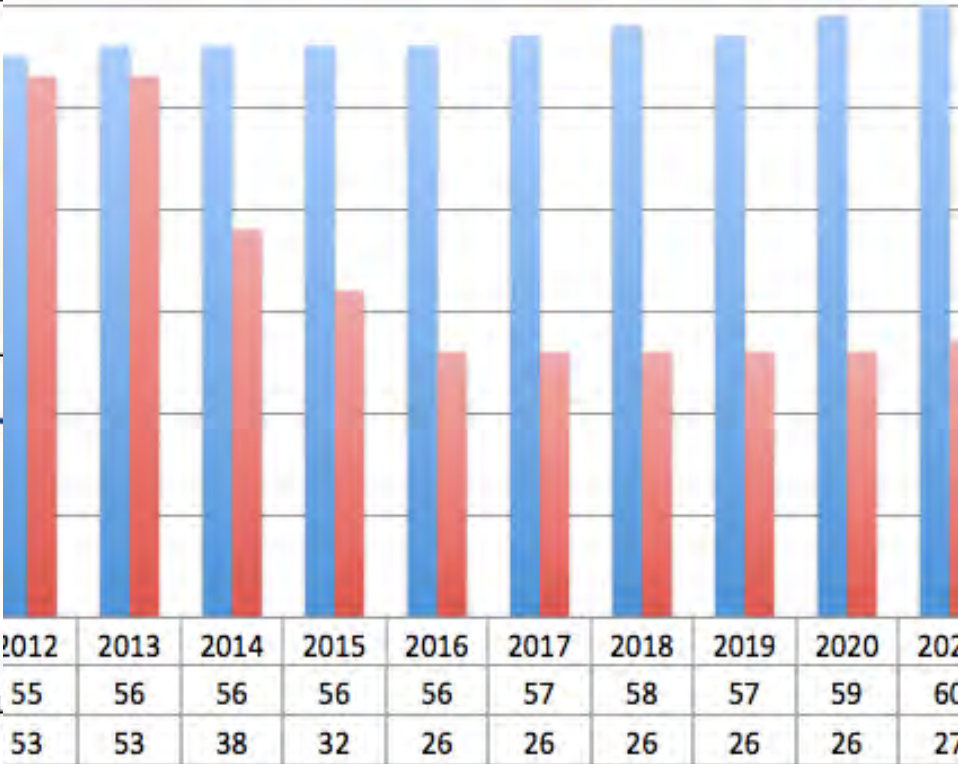
- Essential benefits covered
- Pre-existing conditions covered
- Increased coverage
 - 19 to 25 yo on parents
- Federal government will pay states to add people to Medicaid
- Health benefit exchanges
- End lifetime limits on coverage

Estimated Effects of PPACA and the Health Care Provisions of the Reconciliation Act on the Federal Budget

(Billions of dollars, by fiscal year)

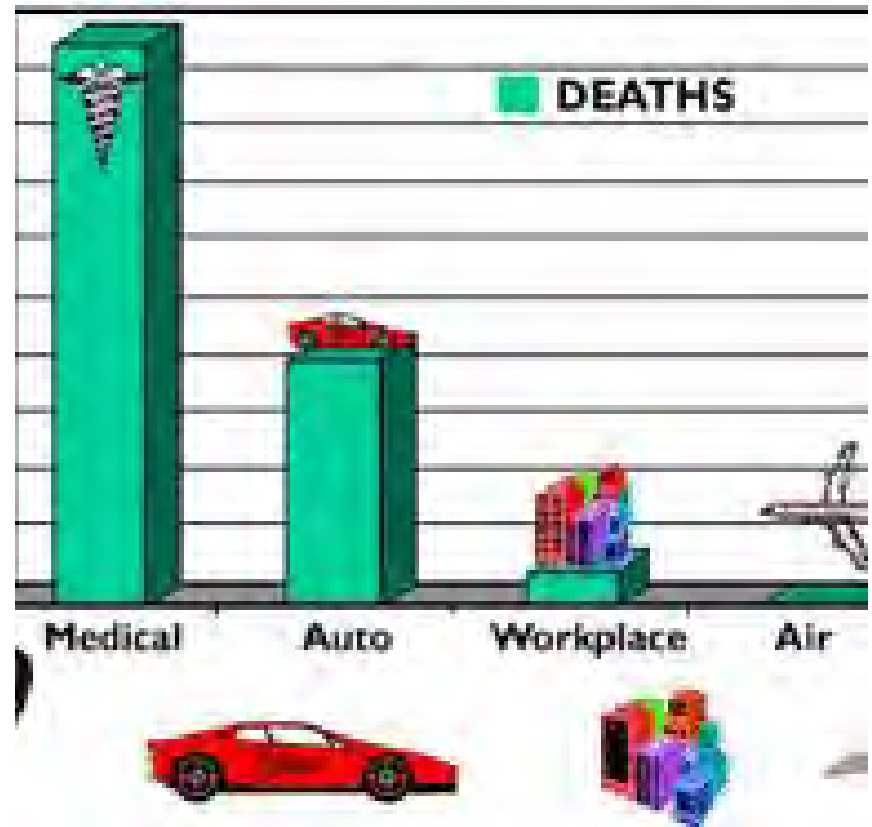


Uninsured population, with and without health reform



ACA and Quality

- IOM report: To Err is Human
 - Medical errors led to 44,000 to 98,000 deaths/yr.
 - Adverse events occur in 1/3 of all hospital admissions
- ACA legislation mandates HHS to develop national strategy to improve health care quality



ACA

- Establish a hospital value-based purchasing program in Medicare to pay hospitals based on performance on quality measures and extend the Medicare physician quality reporting initiative beyond 2010. (Effective October 1, 2012)
- Support comparative effectiveness research by establishing a non-profit Patient-Centered Outcomes Research Institute to identify research priorities and conduct research that compares the clinical effectiveness of medical treatments.

ACA Quality Measures: 6 priority areas

- Making care safer
- Engaging family in care
- Promote effective communication and coordination of care
- Promote healthy living in community
- Implement new care models to make quality care more affordable

National Quality Forum

- In 2009, the U.S. Department of Health and Human Services (DHHS) awarded a contract to NQF to help establish a portfolio of quality and efficiency measures that will allow the federal government to more clearly see how and whether healthcare spending is achieving the best results for patients and taxpayers. The contract is part of a provision in the *Medicare Improvements for Patients and Providers Act of 2008* that directs the Secretary of Health and Human

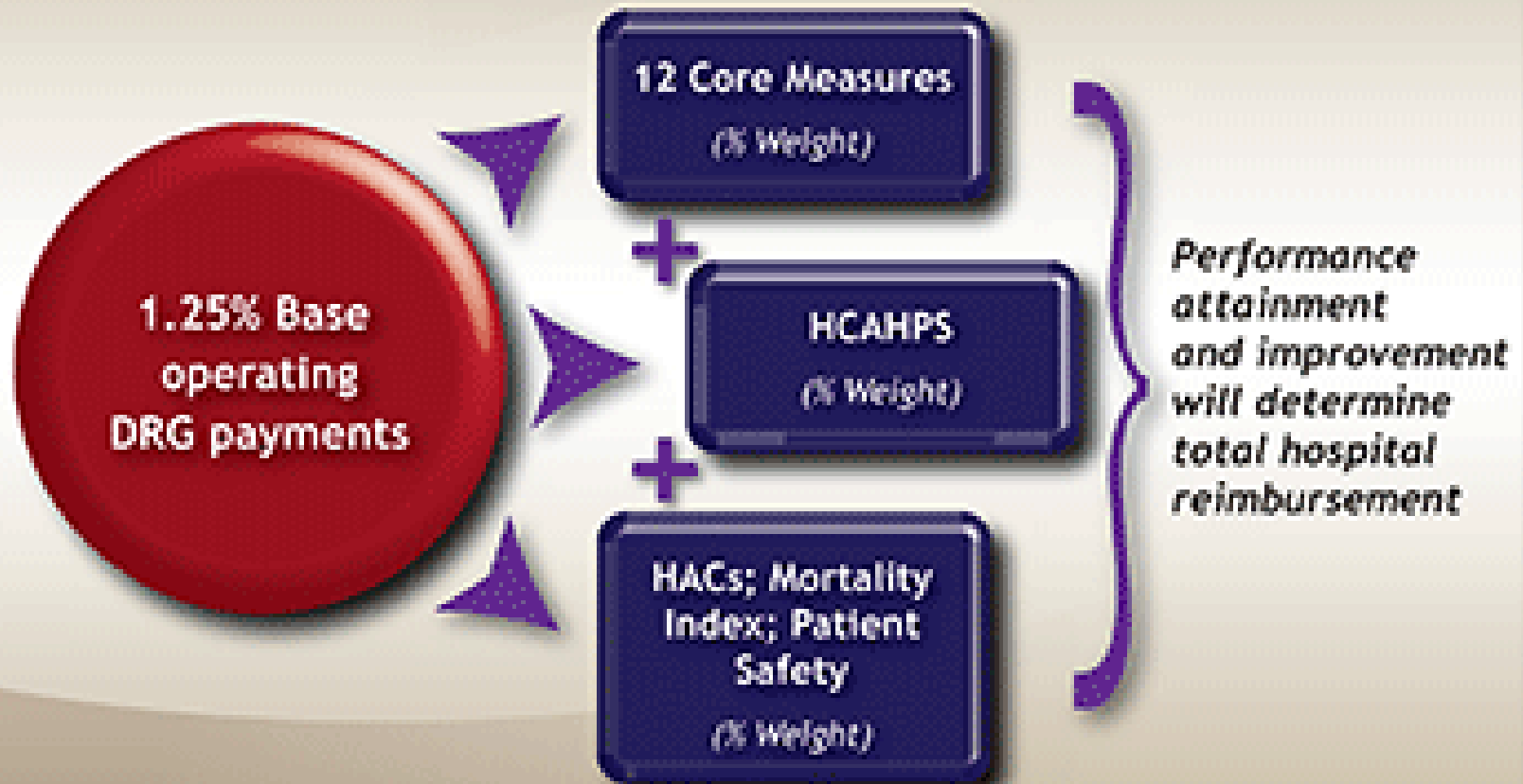
National Quality Forum

- A national organization that represents the consensus of many healthcare providers, consumer groups, professional associations, purchasers, federal agencies, and research and quality organizations
- The National Quality Forum (NQF) operates under a three-part mission to improve the quality of American healthcare by:
 - Building consensus on national priorities and goals for performance improvement and working in partnership to achieve them;
 - Endorsing national consensus standards for measuring and publicly reporting on performance; and
 - Promoting the attainment of national goals through education and outreach programs.

Value based Purchasing

- Pay for performance
- Shift away from a pay for volume model
- FY 2013 1% reduction in payment
- Money will be available as an incentive for hospitals that score well
 - 12 core measures (htn, tobacco cessation etc)
 - HCAHPS-Hospital Consumer Assessment of Healthcare Providers and Systems
 - Hospital acquired conditions

Value-Based Purchasing FY 2014



Hospital Consumer Assessment of Healthcare Providers and Systems
27 questions about hospital stay. Survey created by
Agency for Healthcare Research and Quality (AHRQ) and endorsed by NQF

Government oversight of Transplantation

- CMS
 - FQAPI survey...to begin this month
- HRSA
 - UNOS
- Joint Commission
- Private payers



Culture of quality

Centers for Medicare Services (CMS) Conditions of Participation•
•**Federal Register/ Vol. 72, No. Friday, March 30, 2007/ Rules and Regulations482.96 Condition of participation: Quality assessment and performance improvement (QAPI).– Transplant centers must develop, implement, and maintain a written, comprehensive, data-driven QAPI program designed to monitor and evaluate performance of all transplantation services, including services provided under contract or arrangement.**







Principles Govern Consequences



Think “gravity” ...

whether you believe
in gravity or not, there
are consequences for
understanding it (or
not understanding It)

Is Transplantation (some of it) becoming a commodity?

- Commodity
 - Something fungible....
 - Soy beans, milk, salt
 - Price determined by supply and demand
- Intellectual commodization
 - Silicone chips
- If everyone is doing a good job how do we differentiate ourselves?
 - Patient satisfaction
 - Service
 - Qa/pi programs are critical

Interesting but...this is health care not automobile manufacturing.

Where is the Love?

- How do we measure compassion/ reassurance
 - Is there a compassion gap?
 - Compassion intuitive but current system has bias towards technology and efficiency
 - Compassionate care as the intersection between empathy and sympathy, that is, when a caregiver genuinely understands a patients' concerns and senses the emotional as well as the purely physical nature of the person's medical condition.
 - Such care “addresses the patient's innate need for connection and relationships and is based on attentive listening and a desire to understand the patient's context and perspective.

An Agenda For Improving Compassionate Care: A Survey Shows About Half Of Patients Say Such Care Is Missing: Health Aff, September 2011 30:91772-1778;

What study found

- 800 patients and 510 physicians
- Agreed compassionate care “very important” to successful treatment
- 53% patients and 58% physicians thought system provides compassionate care

What study recommended

- Include compassionate care measures in national quality standards and create a Compassionate Care index (CCI)
- Patient Centered Outcomes Research Institute. Created by ACA do comparative effectiveness research in this area
- Value based purchasing—
- Comprehensive training programs



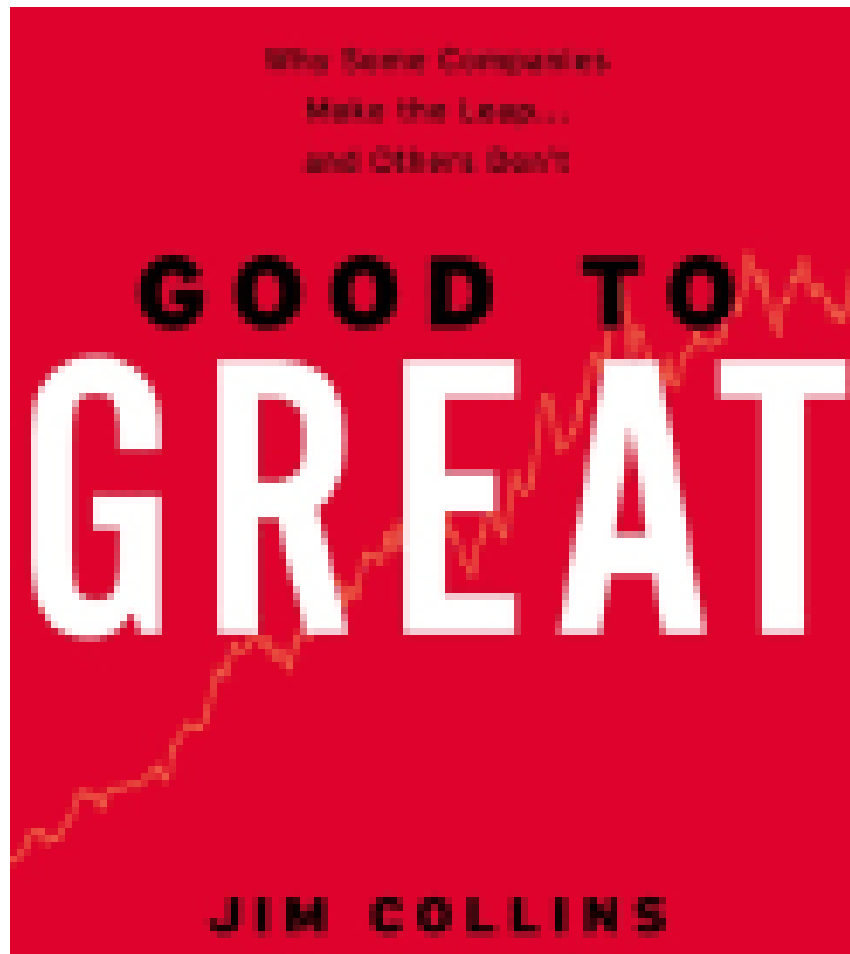




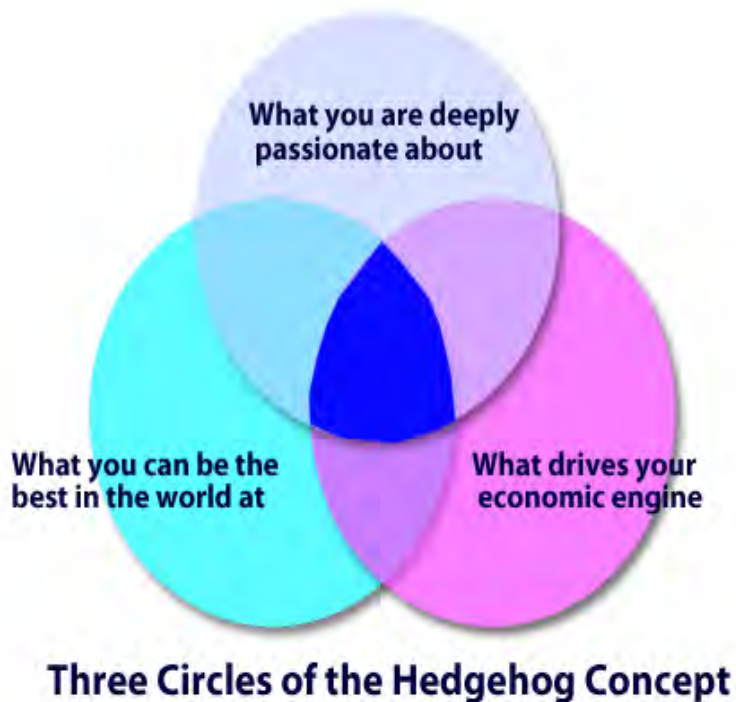
What I've Read or learned about that will help inform us for the future....as it relates to Innovation

- Past presidents
- What I read as a young surgeon
- Current landscape
- Mindset
- Diversity
- Collaboration





Hedgehog Concept



Big Hairy Audacious Goal

- Should be clear and compelling goal not a statement
 - “Going to the moon”
- Should fall outside comfort zone
- Consistent with teams core ideology
- Should excite the team



"One of the most successful business books ever"
Daily Telegraph

Who *An Amazing Way to* Mooed *Deal With Change* My *In Your Work and In Your Life* Cheese?

DR SPENCER JOHNSON

Foreword by KENNETH BLANCHARD PH.D.

From the best-selling author of



How do we deal with change in healthcare...not with beeno!

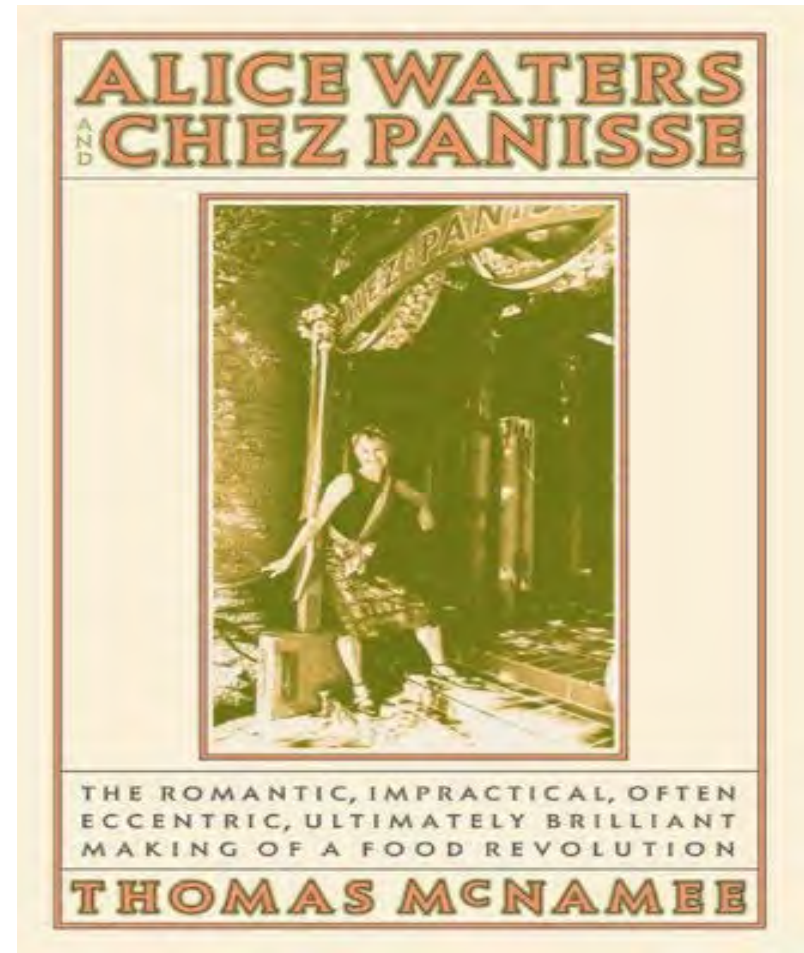
What Mitch told us.....

- Change happens
- Anticipate change
- Monitor change
- Adapt to change
- Change-
 - Move with the cheese!
- Enjoy the adventure
- Keep moving with the cheese

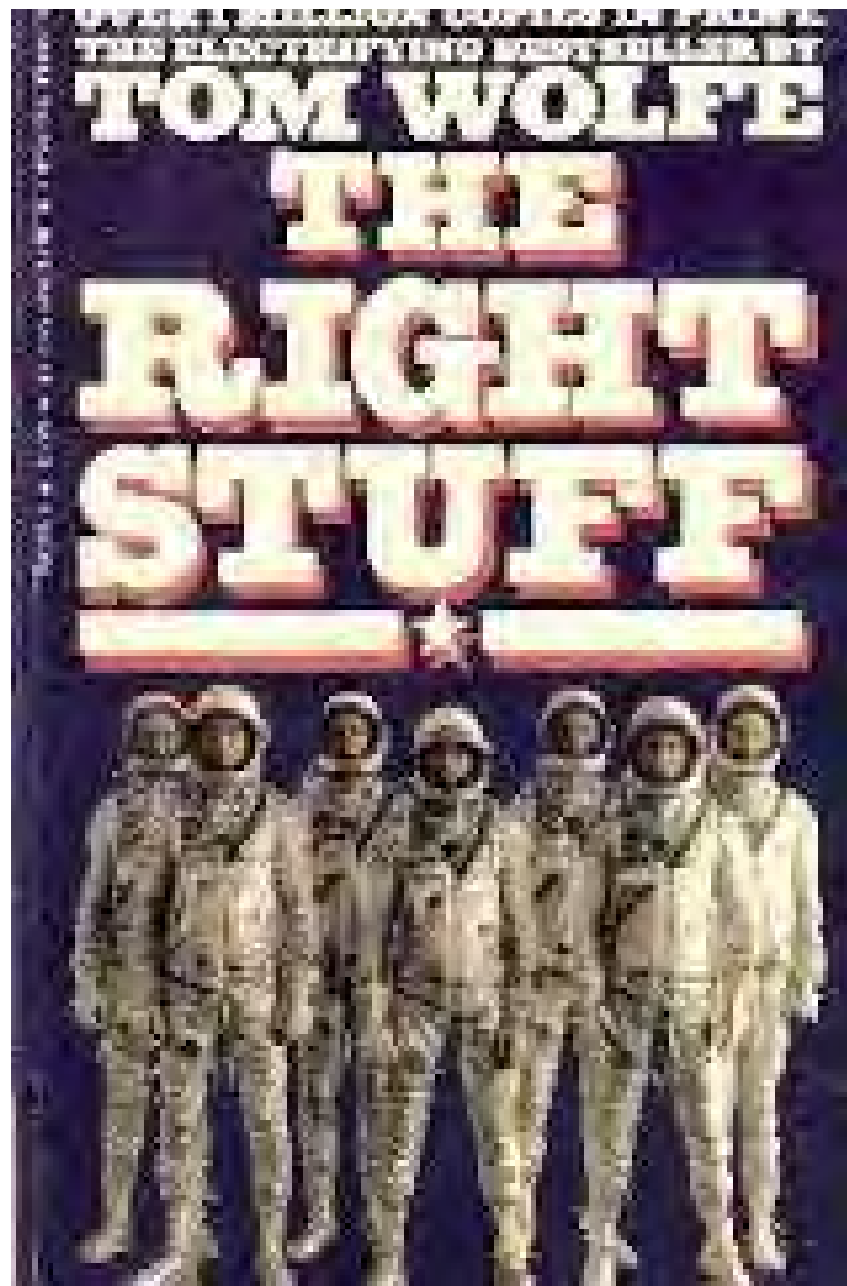


If you do not change you become extinct

Glo-cal...



What books informed me in my
formative years?

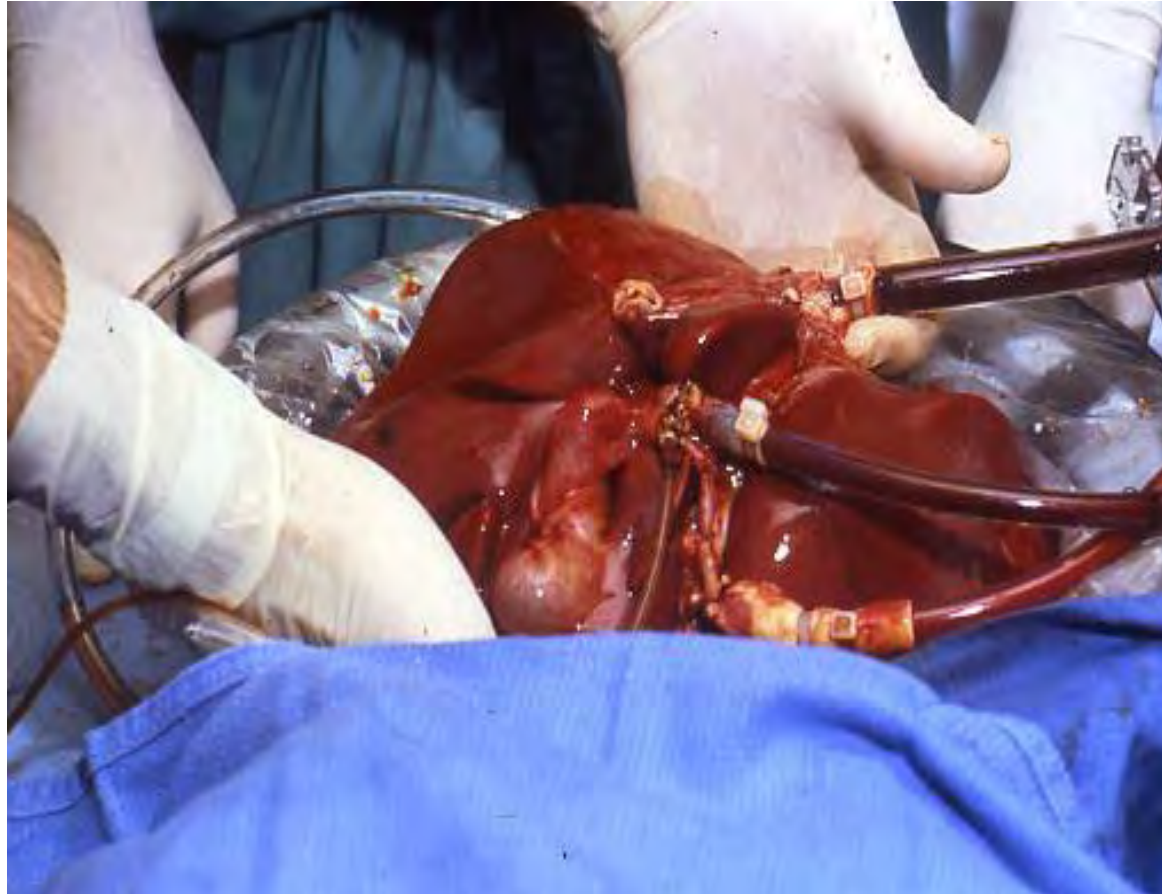


What I read in about 1988



You don't concentrate on risks. You concentrate on results. No risk is too great to prevent the necessary job from getting done.
Chuck Yeager

The X-1, 761mph



Today however.....





*"Our goal is for all Americans to live healthier,
more prosperous, and more productive lives."*

- Secretary Kathleen Sebelius



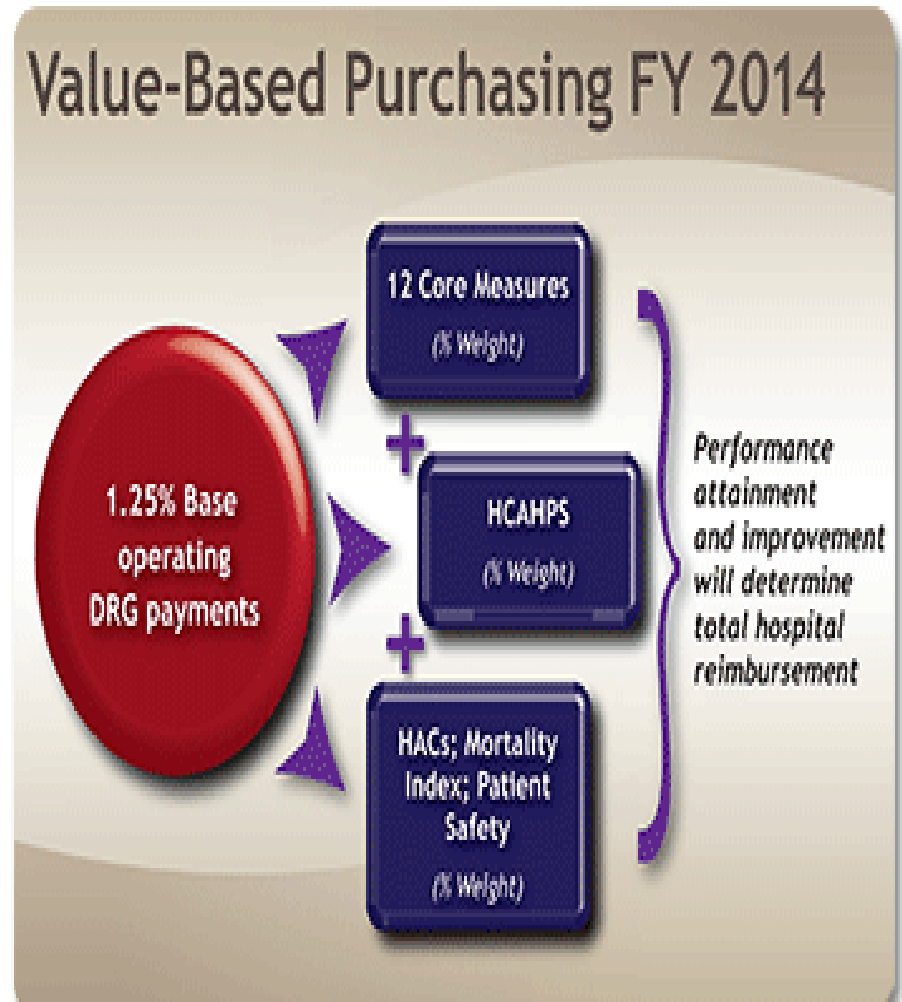


DEATH COUNSELING.

www.180editorials.com/cartoon

But the landscape for Innovation has changed

- Payors
- CMS
 - Delivery and service
- SRTR
- Hospital
- We've made a lot of progress





CENTERS FOR MEDICARE & MEDICAID SERVICES

CENTER FOR MEDICARE & MEDICAID INNOVATION

Small Business Innovation Research and
Small Business Technology Transfer

Technical Assistance Program





Agency for Healthcare Research and Quality

Advancing Excellence in Health Care www.ahrq.gov



AHRQ's Mission

To improve the quality, safety, efficiency, and effectiveness of health care for all Americans

Health care providers, patients, policymakers, payers, administrators, and others use AHRQ research findings to improve health care quality, accessibility, and outcomes of care

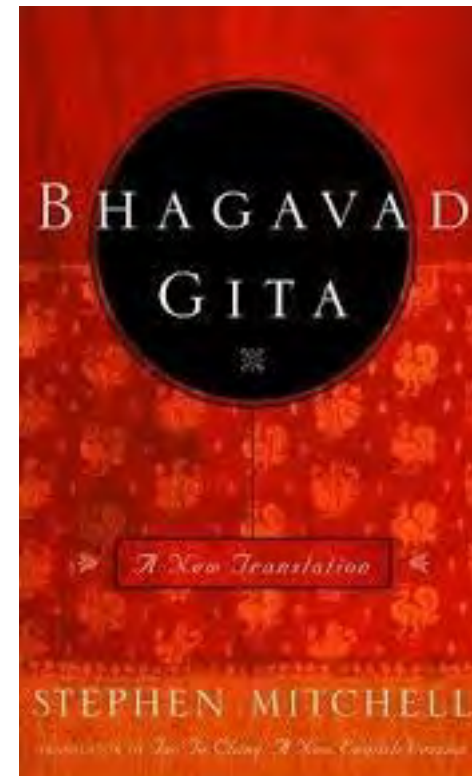
I would suggest that the framework
has changed but the recipe to
produce innovation has not



Mindset



We shape clay into a pot,
but it is the emptiness inside
that holds whatever we want.



THE MIND ACTS
LIKE AN ENEMY
FOR THOSE WHO
DO NOT CONTROL
IT.

Zen and the Art of Motorcycle Maintenance

- Quality is not a thing but a force: ,
 - the difference between one who cares and one who does not; between a machine that can enrich your life, and one that explodes into a heap of useless metal.
 - Yet instruction manuals, the narrator observes, totally leave out of the picture the person who is putting something together. If you are angry or unmotivated, you will not succeed in tuning the machine or finding the problem, but if you patiently put your mind into the place of the original designer, you come to see that a machine is really just the physical expression of a set of ideas
 - though never explicitly stated in the book, quality is clearly also love. We have created a world which puts the highest store by objects and definitions, yet that which actually makes the world go round - quality or love...compassion - is now considered an optional extra

Gumption

- The narrator discusses the idea of 'gumption', word denotes a combination of commonsense, shrewdness, and a sense of initiative: "The gumption-filling process occurs when one is quiet long enough to see and hear and feel the real universe, not just one's own stale opinions about it."
- If we are putting ourselves into every moment, then whatever we are doing has meaning.
 - Instead of being sloppy because we are thinking about something else, we are living in the here and now. This is authentic, quality living."



Gumption Traps

- An event or mindset that can cause a person to lose enthusiasm and become discouraged from starting or continuing a project
- Setbacks
 - Lack of knowledge
 - injury
- Hang-ups
 - Internal factors
 - Anxiety, boredom, ego



"I'm sorry, Rutherford—but gumption transplants are still just a gleam in the eye of modern surgery."

Innovation: Diversity, collaboration and the role of heuristics



Innovation and diversity

- Societal diversity
 - Gender/race/ethnicity/religious
- Background
- Cognitive



Diversity: Inherent versus acquired

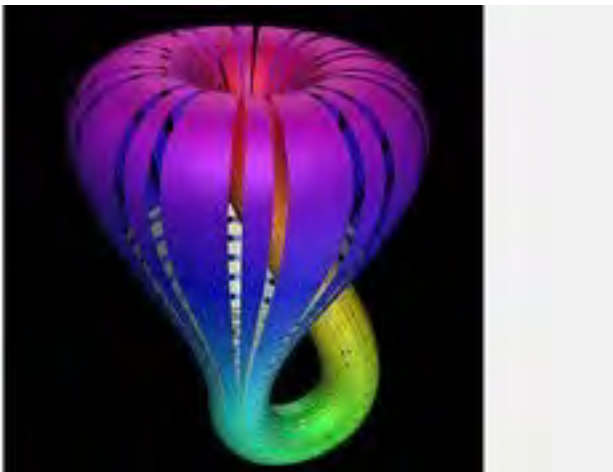
“2 dimensional “..how diversity can drive innovation

Diverse leadership

- Inherent: stuff you are born with
 - ..Gender, ethnic, sexual orientation
- Acquired-traits you gain from experience

culture

- Ensure all are heard
- Safe to propose novel solutions
- Sharing credit for success
- Actionable feedback
- Implementing feedback from team



Heuristics

- Heuristic methods are used to speed up the process of finding a satisfactory solution via mental shortcuts to ease the cognitive load of making a decision.
- Experienced based technique for problem solving
- Educated guess
- Rule of thumb
- “gestalt”
- Intuitive
- Common sense



Heuristics and Diversity

Heuristic diversity has potential to increase innovation

Also can create and more heterogeneous group which has potential to create conflict



Collaboration for Innovation

- Multidisciplinary clinical programs
- Partnering with basic scientists
- Industry (PHARMA, devices etc.)
- Non-health science partners
 - Cross sector collaboration
 - Open health systems laboratory



"Fascinating and deeply disturbing. I love this book."
—SAMON WICKWISTED, best-selling author of *The Professor and the Madman*

THE IMMORTALISTS

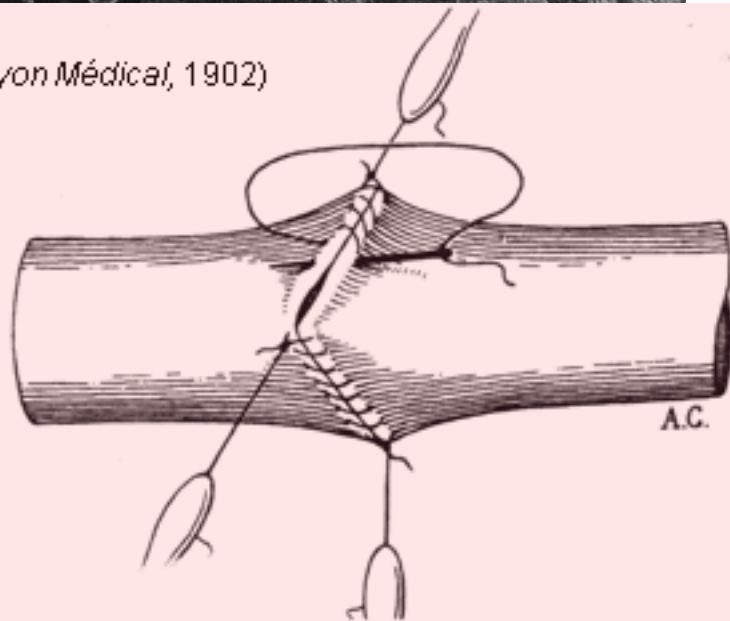


CHARLES LINDBERGH,
DR. ALEXIS CARREL, AND THEIR
DARING QUEST TO LIVE FOREVER

DAVID M. FRIEDMAN



(Lyon Médical, 1902)



Técnica de anastomosis vascular, según Carrel



TIME

The Weekly Newsmagazine



(Based on Town by G. J. H. and)

Volume XXXI

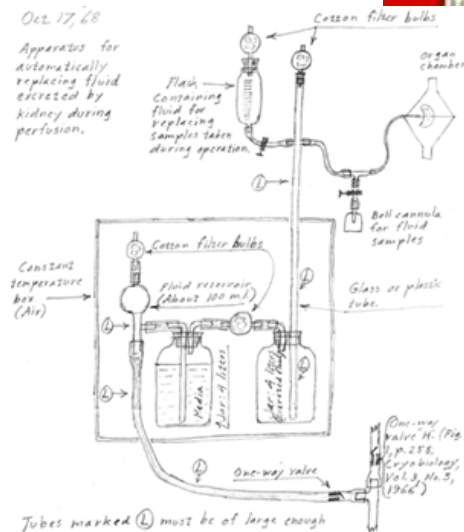
LINDBERGH, CARREL & PUMP

They are looking for the fountain of age.
(see 512 column)

Number 24

Oct. 17, '68

Apparatus for
automatically
replacing fluid
excreted by
kidney during
perfusion.



Tubes marked ④ must be of large enough
i.d. to prevent air locks as fluid runs down.
(11 to 13 mm.)

NOT TO SCALE

C.B.D.



Adjacency-Innovation

- First heard in context of architecture
- term used to describe the relationship between words used in a search engine query.
- Electronic connectivity
- Physical
Physicians/scientists
Winter Symposium!



Success favors the connected

Innovation in Healthcare: What are Social Determinants of Action

- Innovation can take on many forms
 - Surgical procedures, drugs, devices, tests, education, service delivery
- Uptake of the dubious, rejection of the good
- The wisdom and failing of democracy
- Health systems are never able to keep up

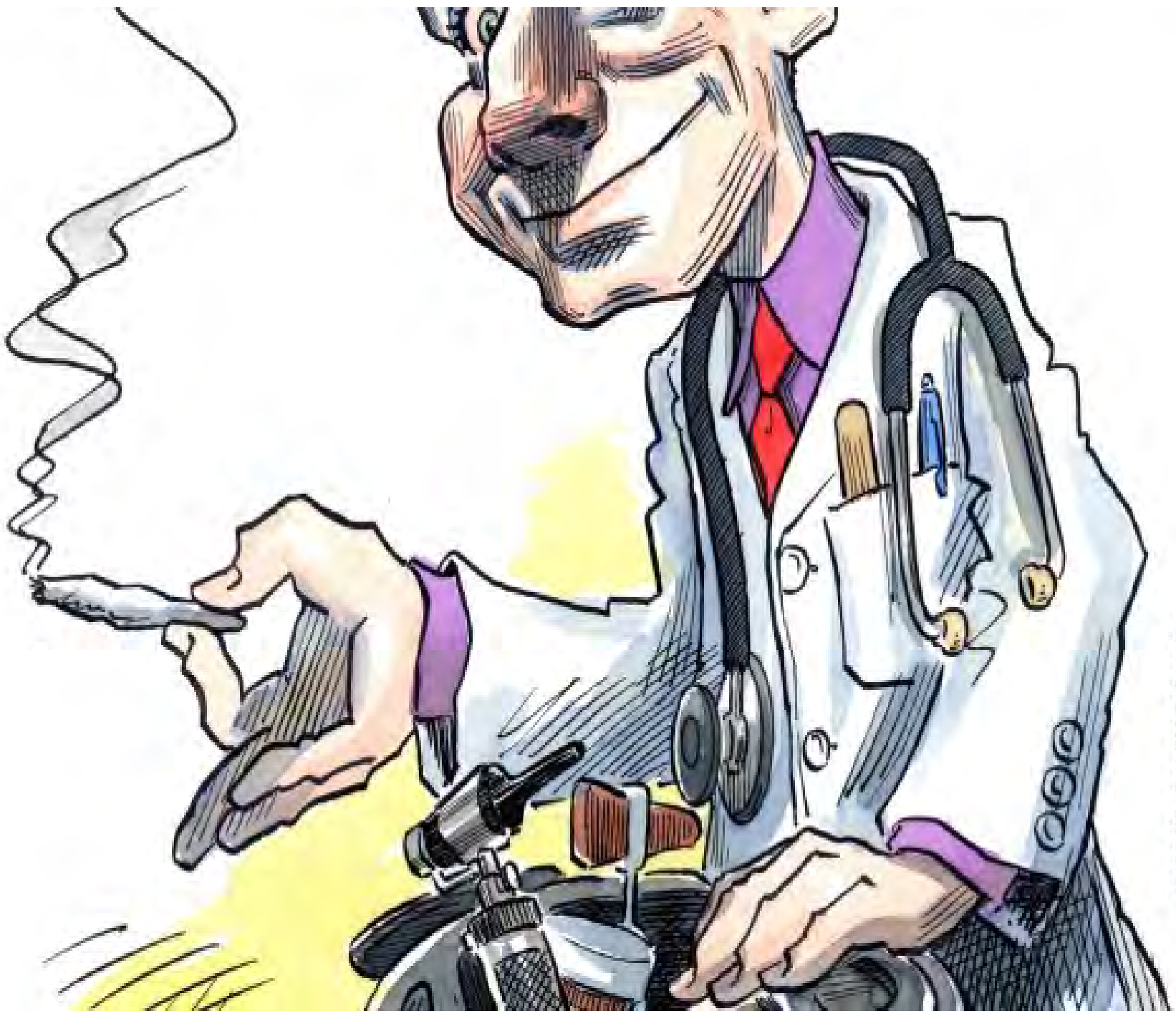
Uptake of the Dubious, Rejection of the Good

- Some practices enjoy rapid uptake while others never make it to bedside
- Reasons for this being better understood
 - Offer hope in otherwise intractable situation
 - laetrile
 - Face validity or intuitive appeal
 - Albumin infusion in critically ill
 - Doing something better than doing nothing
 - Language used to promote..breakthrough, radical, new
 - Decision regret...reluctant to turn down any chance of improvement
 - To guard against critic that any failing was due to non-adoption
 - Use of Rapid response teams



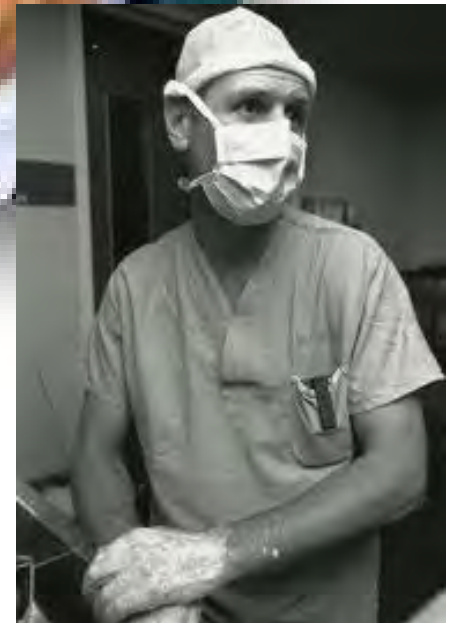
Uptake of the Dubious, rejection of the Good...

- Profit seeking behavior
 - Inventing diseases
 - New devices..especially diagnostic ones..require only to show they are safe
- Healthcare organizations may profit from new interventions
 - Clamour for therapy from desperate patients
 - Use of patients and politics to gain support
 - Vested interest in recovering costs



The Nebraska Experience

- 1989-Robust pediatric liver TX program
- Jon Vanderhoof was chief of Pedi-GI...Claim to fame..SGS
- 1990-Bill Wall gave grand rounds on first successful bowel transplant
- Bud Shaw suggests I might have some free time!
- Performed first l/sb tx at Nebraska...disaster
- Visited UPMC to see what was up?
- FK



Over the next few years....

- Many patients seen with life threatening problems related to intestinal failure
- Saw many patients that we thought could have avoided tx if we had seen them sooner
- Initiated a comprehensive multidisciplinary intestinal failure program-Intestinal Rehab
- Began an aggressive surgical and medical program



Today.....Comprehensive Intestinal Failure Program



Have performed more intestinal transplants than any other hospital in world..second to UPMC for campus

Have performed more STEP procedures than any other place...

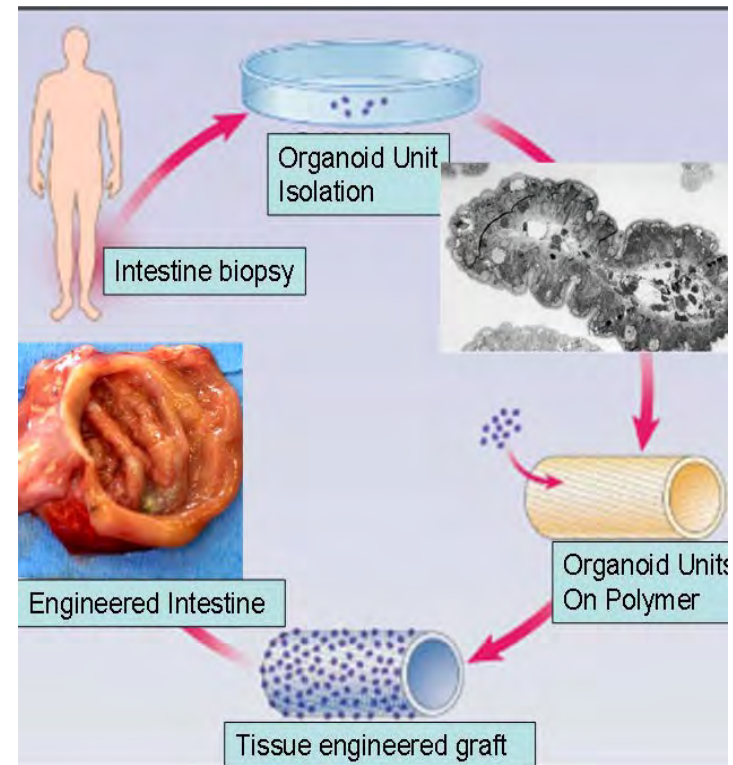
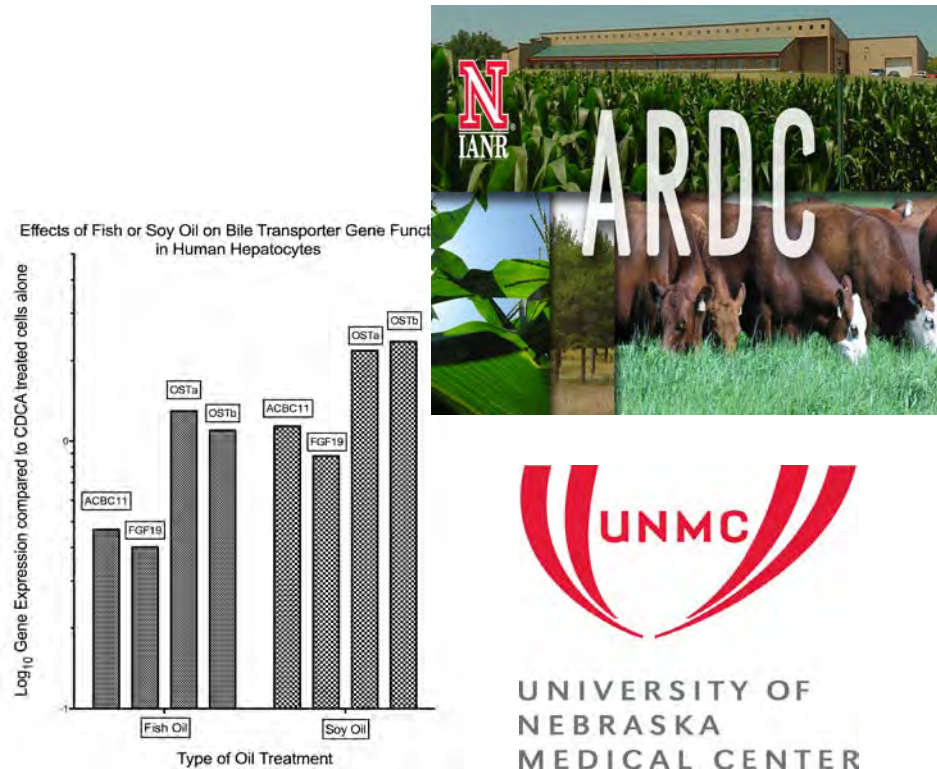
IND Omegaven

Successful Rehabilitation in Pediatric Ultrashort Small Bowel Syndrome. Journal of Pediatrics Nov 2013

What's next?

Build a better lipid?

Tissue engineering. BHAG!



Change/Innovation is Perilous

- “There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success than the introduction of a new order of things, because the innovator has enemies all those who have done well under old conditions and lukewarm defenders in those who may do well under the new. In many ways medicine is as political a realm as the Medici courts



Niccolo Machiavelli

Recipe for Innovation

- open mind to ideas
- Add variety of ingredients
- May require extensive blending/mixing
- Allow to simmer
- Taste
- New foods often require others to try new things

