Service Delivery: New Models, Expectations, and Challenges

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...a person-centered, whole person-oriented, health care system that is built upon a foundation of team-based primary care integrated with behavioral health, mental health, wellness & prevention.

...improves health for individuals and populations, as well as the communities in which they live

...manages complexity through information systems that are self-correcting yet flexible and shared among health care professionals, patients, families and the broader health care team

...facilitates seamless care that is administered simply, efficiently, and effectively while being based solidly on clinical science translated rapidly into practice

...while grounded in evidence, clinical teams demonstrate great respect for the needs and preferences of individuals as they engage in informed decision-making, self-care and practice healthy lifestyles

...experimentation with new technology leads to novel uses of computers to complement and perhaps replace some elements of care

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This high-performing, equitable and safe model of health care operates within a well-designed network of providers supported by a payment model that aligns incentives, promotes collaboration, and creates value for each member of the health care team – including the person/family trying to manage his or her health.
↑Access  +  ↑Quality  +  ↓Cost  =  Desired Future

24/7 advice
Telephone
Email
Portal
Online
In office
Telemedicine

Team-based
Integrated
Experience
Cultural/Linguistic
Transitions
Outcomes

Evidence-based
High value care
Coordinated
Information-sharing
Seamless
Research

Better Quality
Lower Costs
Healthier People
Healthier Populations
Happier People
Happier Clinical Teams
Patient-Centered Medical Home
Meaningful Use
ICD-10
Certified EHRs/EHR Modules
High Value Care/Choosing Wisely
Accountable Care Organizations
Affordable Care Act (Obamacare)
Maintenance of Certification & Licensure
Physician Quality Reporting System- PQRS
Value-based Payment Modifier
E-prescribing Incentive Program
Choosing Wisely...

“We are at a crossroads... ...one road leads to hopelessness and despair; ...the other leads to total extinction. Let us pray that we choose wisely.”

-- Woody Allen
**Strategy** without tactics is the slowest route to victory.

**Tactics** without strategy is the noise before defeat.

*The Art of War: Sun Tzu (Ancient Chinese General, 500 BCE)*
Reduce Per Capita Costs
Improve Health of Populations
Improve the Experience of Care

Strategy

Triple Aim

Berwick, Nolan & Whittington; Health Affairs 2008
Tactics

- PCMH/PCMH-N
- MH/BH*
- Accountable Care Models
- Culture
- Health IT
- Payment

*MH/BH = Mental Health/Behavioral Health
The Joint Principles of the PCMH

• Personal physician
• Physician-directed medical practice
• Whole person orientation
• Care is coordinated and/or integrated
• Quality and safety
• Enhanced access to care
• Payment to support the PCMH

Team-based care:
NP/PA
RN/LPN
Patient/family
Caregivers
Medical Assistant
Office Staff
Care Coordinator
Nutritionist/Educator
Pharmacist
Behavioral Health
Case Manager
Social Worker
Community resources
DM companies
Others…

http://www.acponline.org/running_practice/pcmh/demonstrations/jointprinc_05_17.pdf
ACOs are groups of doctors, hospitals, and other health care providers, who come together voluntarily to give coordinated high quality care to their patients.

When an ACO succeeds both in delivering high-quality care and spending health care dollars more wisely, it will share in the savings it achieves for the Medicare program.

The Premise...

Well-trained physician

Organized practice

Excellent care

Well-trained physician
My patients are those who come to see me
Chief complaint determines care
Care is determined by today's problem and time available
Care varies by time, memory, and skill of doctor
Patients coordinate their own care
Personal confidence based on training
Acute care is delivered by next available appt and walk-in
Patient relates interval history
Operations are doctor-centered

My patients are those who are part of our medical home
Systematic assessment of patient needs
Care is determined by proactive plan
Standardized care based on EBG and CDSS
Prepared team of professionals coordinates care with patient
Outcomes are assessed; continuous improvement
Acute care is delivered by advanced access/non-visit care
Tracking of tests/procedures & consultations/hospitalizations
Multi-disciplinary team works at “top of license” with patients

Adapted from Malcolm Cox and Richard Stark
U.S. Department of Veterans Affairs
The Importance of:

1. Teaching Context
2. Teaching Teamwork
3. Teaching Integration
4. Providing Resources
5. Measuring Results
Plan for...
I put a dollar in a change machine. Nothing changed.

— George Carlin
Just as the hand, held before the eye, can hide the tallest mountain, so can the routine of everyday life can keep us from seeing the vast radiance and the secret wonders that fill the world.

-Chassidic, 18th Century
You must be the change you want to see in the world.

-Mahatma Gandhi
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