November 21, 2013

New Leadership Skills for Better Health and Health Care
Having Audio Issues?

If you experience any disruptions or other issues with audio during today’s WIHI, we ask that you:

- Notify WIHIAdmin through the WebEx chat

- If the problem persists, notify IHI Customer Service at 617.301.4800 or info@ihi.org

Download resources and slides when you log off or next day on IHI.org/WIHI

**Dial In:** 877.668.4493
**Code:** 663 795 616
Madge Kaplan is responsible for developing new and innovative means for IHI to communicate the stories, leading examples of change, and policy implications emerging from the world of quality improvement — both in the U.S. and internationally. Prior to joining IHI in July 2004, Ms. Kaplan spent 20 years as a broadcast journalist for public radio – most recently working as a health correspondent for National Public Radio. Ms. Kaplan was the creator and Senior Editor of Marketplace Radio’s Health Desk at WGBH in Boston, and was a 1989/99 Kaiser Media Fellow in Health. She has produced numerous documentaries, and her reporting has been recognized by American Women in Radio and Television, Pew Charitable Trusts, American Academy of Nursing and Massachusetts Broadcasters Association.
Andrea Kabcenell, RN, MPH, Vice President, Institute for Healthcare Improvement (IHI), is on the research and development team and leads major IHI initiatives. Since 1995, she has directed Breakthrough Series Collaboratives and other improvement programs, including Pursuing Perfection, a national demonstration funded by The Robert Wood Johnson Foundation designed to show that near-perfect, leading-edge performance is possible in healthcare. The current focus of her work is leadership for improvement, building effective networks to foster innovation and regional health improvement, and care for older adults with complex needs and for people of all ages with advanced illness. Prior to joining IHI, Ms. Kabcenell was a senior research associate in Cornell University’s Department of Policy, Analysis, and Management focusing on chronic illness care, quality, and diffusion of innovation. She also served for four years as Program Officer at The Robert Wood Johnson Foundation.
IHI High-Impact Leadership Framework

Gary R. Yates, MD, is President of the Sentara Quality Care Network (SQCN) and the former Senior Vice President and Chief Medical Officer for Sentara Healthcare. A board-certified family physician and fellow of the American Academy of Family Physicians, Dr. Yates is a member of the clinical faculty at the Eastern Virginia Medical School. Prior to joining Sentara in 1996, Dr. Yates served as Chairman, Department of Family and Community Medicine and Chief Quality Officer for Maricopa Health System in Phoenix, Arizona.

Dr. Yates served as co-chair of IHI’s ninth annual National Forum on Quality Improvement in Health Care. He also serves as President of Healthcare Performance Improvement, LLC (HPI), Chair of the AHA/McKesson Quest for Quality Prize Selection Committee, a member of the VHA Board of Directors, and a member of the editorial board for the American Journal of Medical Quality.
Lee Sacks, MD is responsible for clinical support services, information systems, risk management/insurance, research and medical education and clinical laboratory services at Advocate Health Care in Downers Grove, Illinois. He also serves as Chief Executive Officer of Advocate Physician Partners, the clinically integrated network with 4,000 physicians that serves over 550,000 attributable lives. Modern Healthcare recognized APP as the nation’s largest ACO in 2013. Dr. Sacks also serves as Chair of the ACL lab operating committee, the joint venture that provides laboratory services to the Advocate and Aurora systems. Dr. Sacks held the position of Vice President of Lutheran General Health Plan (PHO) and Vice President, Primary Care Development for Lutheran General Health System prior to the merger that created Advocate. Dr. Sacks was the recipient of the 2009 institute of Medicine Chicago/CQPS Ortho S. A. Sprague Memorial Institute Recognition Award in Patient Safety and the 2010 American Academy of Family Physicians Robert Graham Physician Executive of the Year Award.
Advocate Health Care

Hospitals
4 teaching hospitals
1 children's hospital
1 critical access hospital
5 level 1 trauma centers

Physicians
6,000 medical staff members
4,000 Advocate Physician Partners
1,400 employed physicians

Post-acute
$5.0B Revenue
AA Rated
34,000 Associates
Key Drivers Of Physician Engagement

- Culture
- Feedback Loop
- Transparency of Results
- Incentives
- Governance
- Infrastructure

Advocate Health Care
## Value Based Agreements 2013

<table>
<thead>
<tr>
<th>Contract</th>
<th>Lives</th>
<th>Total Spend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Cross</td>
<td>363,000</td>
<td>$2.0 B</td>
</tr>
<tr>
<td>Medicare Advantage</td>
<td>32,000</td>
<td>$0.3 B</td>
</tr>
<tr>
<td>Advocate Employee</td>
<td>21,000</td>
<td>$0.1 B</td>
</tr>
<tr>
<td>Medicare Shared Savings Program</td>
<td>119,000</td>
<td>$1.3 B</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>535,000</strong></td>
<td><strong>$3.7 B</strong></td>
</tr>
</tbody>
</table>
Reimbursement Model Is Shifting

- **2010**: 82% Part B Capitation HMO, 12% Global Capitation HMO, 5% Fee-for-Service (FFS), 1% Bundled Payment
- **2012**: 59% Part B Capitation HMO, 23% Global Capitation HMO, 12% Fee-for-Service (FFS), 5% Bundled Payment
- **2014**: 55% Part B Capitation HMO, 15% Global Capitation HMO, 5% Fee-for-Service (FFS), 1% Bundled Payment

Adapted from Advocate Health Care
Derek Feeley, Executive Vice President, Institute for Healthcare Improvement (IHI), has executive-level responsibility for driving IHI’s strategy across five core focus areas: Improvement Capability; Person- and Family-Centered Care; Patient Safety; Quality, Cost, and Value; and Triple Aim for Populations. His role is international in scope, guiding work to deliver on IHI’s mission to improve health and health care around the world. Prior to joining IHI in 2013, Mr. Feeley was Director General for Health and Social Care and Chief Executive of the National Health Service (NHS) in Scotland. In this role he was the principal adviser to Scottish Ministers on health and care issues and he provided direction to the work of NHS Boards in ensuring the delivery of high-quality health care.

Mr. Feeley has a varied background in policy analysis gained during his thirty years in public service. From 2002 to 2004, he served as Principal Private Secretary to Scotland’s First Minister, which then led to a new role developing a framework for service redesign in the NHS. A 2005-2006 Harkness/ Health Foundation Fellow in Health Care Policy, he spent one year in the United States working with Kaiser Permanente and the Veteran’s Health Administration. Upon returning to the NHS, Mr. Feeley was appointed Director of Healthcare Policy and Strategy, with responsibility for advising the Scottish Government on all health care quality and patient safety issues.
“Leadership is about getting people to want to do the right thing.”

“Good leaders make people feel that they’re at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens, people feel centered and that gives their work meaning.”
“Creating a Culture of Excellence” is Well-Understood

- Well-studied (Schein, Singer, for example)
- Key Steps in Culture Change
  - Set aim – “Never again will patients be harmed in our care”
  - Identify the behaviors that would reflect such a culture – *Follow the rules, ask for help, offer help*
  - Build the supports for these behaviors (*information systems, human resource policies, training, leadership incentives*)
  - Leaders at all levels consistently promote the behaviors and the message
<table>
<thead>
<tr>
<th>Assets Thinking:</th>
<th>Deficit Thinking:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengths based</td>
<td>Problem orientated</td>
</tr>
<tr>
<td>How can we create community spirit?</td>
<td>How to fix this problem?</td>
</tr>
<tr>
<td>What can I do?</td>
<td>Someone needs to sort this</td>
</tr>
<tr>
<td>We’re all in this together</td>
<td>Us versus them</td>
</tr>
<tr>
<td>We’re getting there</td>
<td>Problems are embedded</td>
</tr>
<tr>
<td>Work with engaged people</td>
<td>Do things to people</td>
</tr>
<tr>
<td>People have the answers</td>
<td>People are a problem</td>
</tr>
<tr>
<td>People control their lives</td>
<td>People can’t be trusted to make decisions or be in control</td>
</tr>
</tbody>
</table>
Continue the Discussion over at IHI’s Facebook Page

Pop over to IHI’s Facebook page and share your thoughts from today’s program!
Is your leadership ready?

In the new era of accountable care, the demands to improve quality, reduce cost, and improve the patient experience confront senior health care executives at every turn and in every care setting.

We have built new solutions and updated examples into the Executive Quality Academy (EQA) to help executives and their teams accelerate the rate of improvement to meet the challenges of today and tomorrow.

Updated components of the EQA course include:
- A new IHI Leadership Framework for Improvement and Innovation based on the experiences of hundreds of health care organizations
- Expansion of concepts and examples beyond the traditional hospital walls—including learning from organizations pursuing the IHI Triple Aim
- Leadership strategies to eliminate waste from clinical and support processes—critical to organizational sustainability in an era of declining revenue and reimbursement
- A new emphasis on actions the senior leadership team must take to strengthen the team and increase capacity to align, execute, and drive the organizational culture. Based on past participant feedback, we’ve added additional table-based discussions to improve learning

For more information, visit IHI.org/EQA
Thanks to everyone who makes WIHI possible!
Catch Up With WIHI!

We’re Taking a Break!
We’re taking in December for IHI’s 25th National Forum, but we’ll be back in January with a whole new slate of programs.

If you’re looking to listen to some great WIHI podcasts, here are some of 2013’s most popular programs.

- “The Ground Game of the Partnership for Patients”
- “Large Scale Change Across a Country: Learning From Scotland”
- “Measure Up, (Blood) Pressure Down: 80% by 2016”
- “A Partnership to Reduce Deaths from Sepsis”
- “No Excuses, No Slack! The Latest From the Front Lines on Hand Hygiene”

To browse the WIHI archives, visit IHI.org/WIHI

To find us on iTunes, just search the iTunes store for “IHI”
Next up on WIHI:

January 16, 2014
• **Violence Prevention & Community Health**

January 30, 2014
• **SBAR, Structured Communication and Psychological Safety in Health Care**

For more information & episodes, visit [IHI.org/WIHI](http://IHI.org/WIHI)