

# The Health-Delivery Organization:

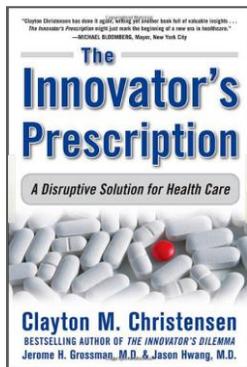
## Moving from Sick Care to Health

Dale Jarvis, CPA  
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## The Crystal Ball is Starting to Clear

- The epic battle is underway

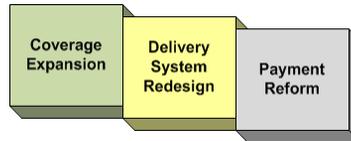


## Being Driven by the ACA and Self-Insured Employers

"I'm mad as hell and I'm not going to take this anymore."



Followed shortly thereafter by the residents of our community who are also becoming mad a hell



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## Paul Farmer, Partners in Health

Realigning  
**HEALTH**  
*with* **CARE**

LESSONS IN DELIVERING  
MORE WITH LESS

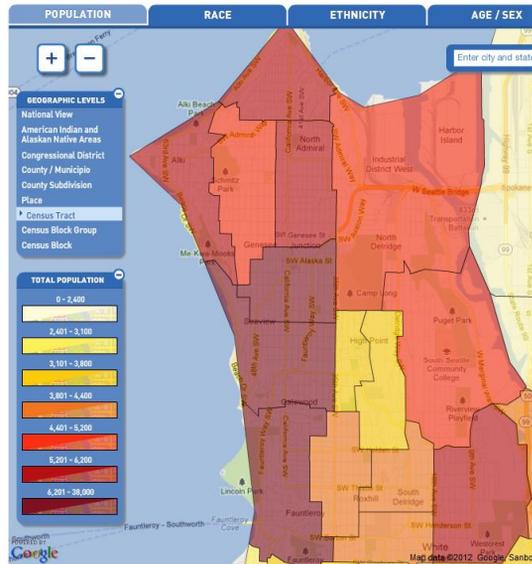
We need a broader definition of who provides care  
With a major effort to expand the use of paraprofessional health coaches, community health workers, and peers



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## Example: West Seattle 2010 Census

- 16 census tracts
- 81,397 residents (humans)
- 17,000 dogs



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## West Seattle Healthcare Spend

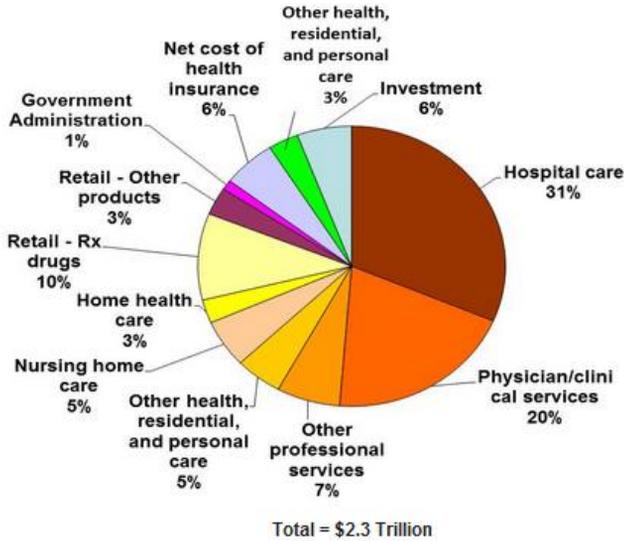
<b>81,397</b>	<b>Residents</b>
<b>\$8,442</b>	<b>Average Cost per Year (US)</b>
<b>\$687,117,532</b>	<b>Annual Healthcare Spend</b>
<b>30%</b>	<b>Percent Waste</b>
<b>\$206,135,260</b>	<b>Waste Dollars</b>



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# How Would You Change Our Spend?

National Health Expenditures, 2010



...If you were in charge of the West Seattle Healthcare Budget and had \$687M to play with if you fixed the system?

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## The Crystal Ball is Starting to Clear

- The future is neither in plastics.
- Nor patient-centered medical homes.



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## It is in *Physical* and *Virtual* One-Stop Health and Wellness Centers

- Customized to the needs of the “neighborhood”.
- Driven by the expectations of the Millennial Generation.
- Forget everything you know about the current healthcare system.



## What Does a One-Stop Health and Wellness Center Look Like?

Ornish Spectrum Introduction



[VIEW COMPLETE VIDEO GALLERY >](#)

On this page:

- > Physician / Medical Director
- > Exercise Physiologist
- > Stress Management Specialist
- > Program Director
- > Chef/Food Services
- > Registered Nurse/Case Manager
- > Group Support Specialist
- > Registered Dietician
- > Administrative Assistant
- > Marketing Recruiter

[the proven program](#) [the research](#) [nutrition](#) [fitness](#) [stress management](#) [love & support](#)

### Stress Management Specialist

- Certification (500 hour basic yoga teacher certification) from a traditional yoga teacher-training program (i.e., Integral Yoga Institute, Ananda, Sivananda, Kripalu, American Yoga College or Himalayan Institute Centers), or comparable training and teaching experience
- Training in breathing techniques, the science and practice of meditation, yoga philosophy, anatomy and physiology, and solid background in the body postures of Hatha yoga
- Registered Yoga Teacher (RYT) through the National Yoga Alliance preferred
- Actively practicing the postures, meditation, breathing techniques and Program lifestyle

## What Does a One-Stop Health and Wellness Center Look Like?



## What Does a One-Stop Health and Wellness Center Look Like?

iWatch to be Subsidized by Health Insurers, Suggests Analyst



## What Does a One-Stop Health and Wellness Center Look Like?

PatientsLikeMe Is Building A Self-Learning Healthcare System



### Learn from others

Compare treatments, symptoms and experiences with people like you and take control of your health



### Connect with people like you

Share your experience, give and get support to improve your life and the lives of others



### Track your health

Chart your health over time and contribute to research that can advance medicine for all



Find out what your DNA says about you and your family.

Trace your lineage back 10,000 years and discover your history from over 750 maternal lineages and over 500 paternal lineages

order now \$99

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## The Full Picture

- The future is neither in plastics nor patient-centered medical homes.
- It's in **One-Stop Health and Wellness Centers** providing Integrated Whole-Health Care (physical and virtual).
- Combined with specialty care (medical and behavioral health; inpatient and ambulatory) provided at **Centers of Excellence**.
- Plus **Community Services & Supports** that address the social determinants of health.
- Supported by **Payment Reforms**.
- Together this describes the **Health Neighborhood** of the near future.



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## Centers of Excellence

# THE STRATEGY THAT WILL FIX HEALTH CARE

HBS.ORG  
**Harvard Business Review**

OCTOBER 2013

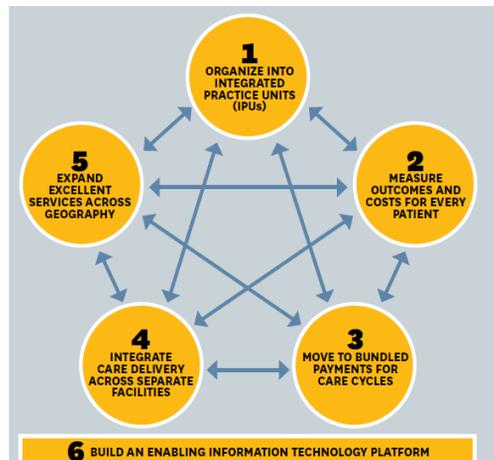
Providers must lead the way in making value the overarching goal by Michael E. Porter and Thomas H. Lee



## The Future of Specialty Care: Integrated Practice Units

### A MODEL FOR CHANGE

The strategic agenda for moving to a high-value health care delivery system comprises six interdependent components: organizing around patients' medical condition rather than physicians' medical specialty, measuring costs and outcomes for each patient, developing bundled prices for the full care cycle, integrating care across separate facilities, expanding geographic reach, and building an enabling IT platform.



4 Harvard Business Review October 2013

## Medical Care IPU

**Here's what to do if you suffer from back pain:** Call (206) 41-SPINE or (206) 417-7463. At Virginia Mason's Spine Clinic, most patients can be seen the same day they call.

The Spine Clinic, located at [Virginia Mason Seattle Main Clinic](#), offers easy access to quality spine care. Your spine specialist team is an innovative pairing of a Physical Therapist and a Physiatrist — a medical doctor with a board certification in physical medicine and rehabilitation.

### Available Treatments for Spine Pain

Interventions available to treat spine pain include:

- occupational and physical therapy
- supervised lifestyle modifications
- electrodiagnosis
- regional anesthesia
- kyphoplasty
- spinal surgery
- advanced interventional spinal care
- work conditioning
- acupuncture
- naturopathy
- massage

### Spine Clinic at Virginia Mason



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## How Does an Integrated Practice Unit Work?

**1)** An IPU is organized around a medical condition or a set of closely related conditions (or around defined patient segments for primary care).

**2)** Care is delivered by a dedicated, multidisciplinary team of clinicians who devote a significant portion of their time to the medical condition.

**3)** Providers see themselves as part of a common organizational unit.

**4)** The team takes responsibility for the full cycle of care for the condition, encompassing outpatient, inpatient, and rehabilitative care, and supporting services (such as nutrition, social work, and behavioral health).

**5)** Patient education, engagement, and follow-up are integrated into care.

**6)** The unit has a single administrative and scheduling structure.

**7)** To a large extent, care is co-located in dedicated facilities.

**8)** A physician team captain or a clinical care manager (or both) oversees each patient's care process.

**9)** The team measures outcomes, costs, and processes for each patient using a common measurement platform.

**10)** The providers on the team meet formally and informally on a regular basis to discuss patients, processes, and results.

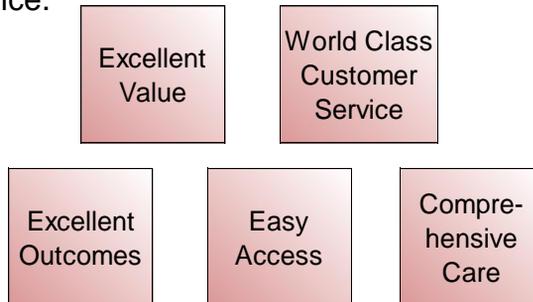
**11)** Joint accountability is accepted for outcomes and costs.



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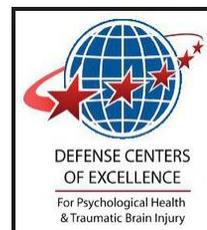
## So How Does This Relate to Specialty Behavioral Health?

- First, you have to be seen by the community as a great place to get care and a great place to work.
- By tackling the core elements of a Behavioral Health Center of Excellence.

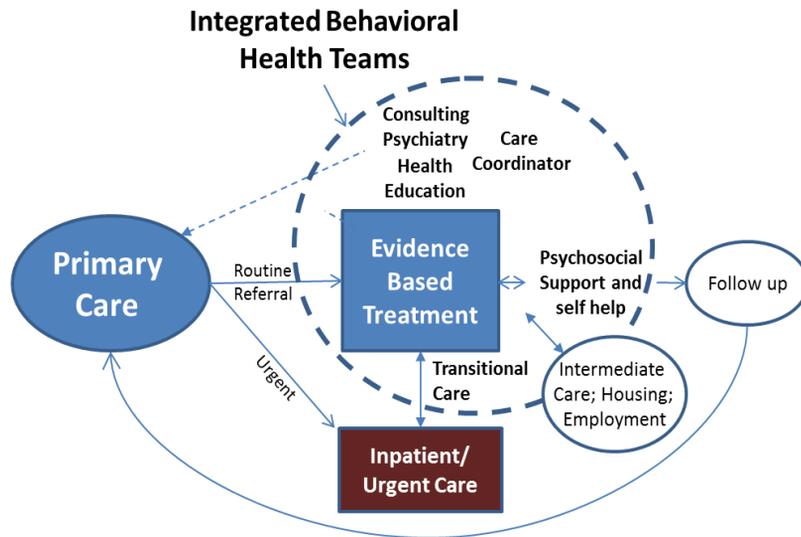


## So How Does This Relate to Specialty Behavioral Health?

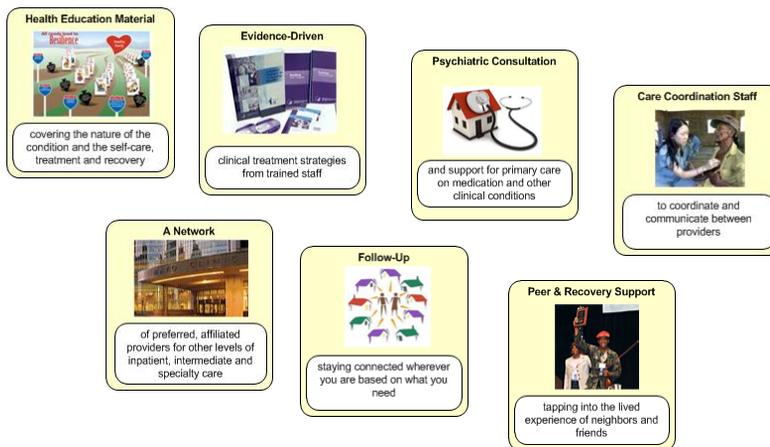
- Next, you have to develop one or more centers organized around a specific sub-population.
- Including Porter's components and characteristics.
- Providing whole health care to the customers.
- What subpopulations will these centers be organized around?
- We're in the process of figuring it out.
  - Mood disorders
  - Psychotic disorders
  - Trauma
  - Behavioral issues with children
  - Addictions

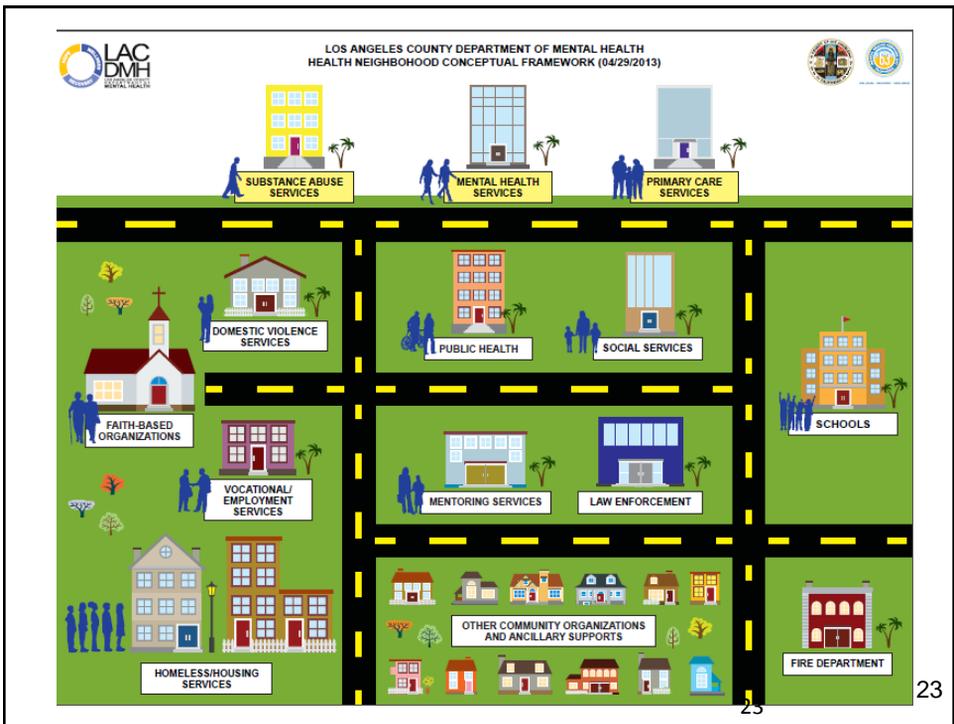
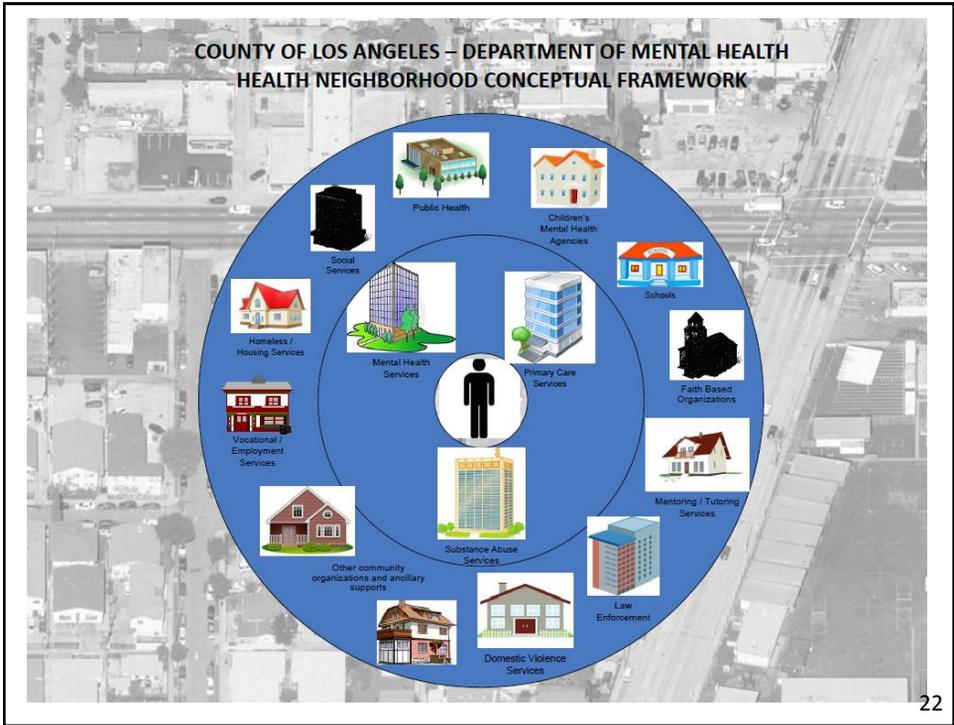


# Dick Dougherty's Current Thinking



# Dick's Initial List of an Integrated Behavioral Health Team's Activities & Services





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## Let's Talk More

