Patient-Centered Outcomes
in the Context of Health Systems

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“Health Systems” --
Different Contexts, Different Levels of Analysis

• Integrated delivery network (IDN)

• Ecosystem of payers, insurers, contracting entities, & individual physicians

• Patient navigation among providers

• Ecosystem of physician decision-making

• System determinants of health
Integrated Delivery Network (IDN)

- Physician Office or Group
- Hospital
- Skilled Nursing Facility
- Home
- Home Health Agency
Inside the “Black Box” of IDNs, Hospital Systems, ACOs, and OWAs

Hospital System / IDN, ACO, OWA

Cost
Quality
Outcomes
Access

Labor
Capital
Ecosystem of Payers, Insurers, Contracting Entities, & Physicians

- **Purchasers**
  - Employers of various types
  - Government agencies (e.g., Medicare, Medicaid, CHIPs)
  - Individuals

- **Intermediaries**
  - Chambers of Commerce
  - Associations
  - Brokers/consultants

- **Administrative Outsourcing**
  - Disease management
  - Administration

- **Insurers / Managed Care Organizations**
  - Medical Contracting Entities
    - IPAs & PHOs
    - Integrated Delivery Networks
    - Accountable Care Organizations
  - Medical Providers
    - Hospitals
    - Medical groups
    - Physicians
  - Patients and consumers

- **Carve-out Vendors**
  - PBM
  - Behavioral health
  - Dental
  - Vision
  - Lab

- **Ancillary Providers**
  - Pharma companies
  - Other providers

**Environmental Trends**

**Demographic Trends**

**Regulators**

**Consumer Demands**

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Patient Navigation Among Providers

Getting Lost in the System

Delivery System
- Freestanding ERs
- Retail Clinics
- Hospitals
- Urgent Care
- Surgery Centers
- Pharmacy
- Primary Care
- Specialists
- Labs
- Radiology

Employer
- Worksite Safety
- Built Environment
- Onsite Clinic
- Learning and Development
- HR Policies

Health Plan
- Network Management
- Lifestyle Management
- Nurse Line
- Disease Management
- Case Management
- Telemedicine
- Advisors
- Transparency Tools
Ecosystem of Physician Decision-Making

Figure 1.
System Determinants of Health

FIGURE 3-1 Model to achieve Healthy People 2020 overarching goals.
SOURCE: Secretary’s Advisory Committee on Health Promotion and Disease Prevention Objectives for 2020 (2008, p. 7).
Determinants of Health Status

- Lifestyle, 50%
- Genetics, 20%
- Environment, 20%
- Healthcare, 10%

McGinnis and Foege, *JAMA*, 270(18)
Some Lessons Learned From These “Health Systems”

• Outcomes of interest (cost, quality, re-admissions, errors, etc.) have multiple drivers

• Organizations can exert negative impact on outcomes
  IDN strategies can distract provider attention away from outcomes
  Contracting organizations can shield individual providers from incentives re. outcomes
  System complexity confronting patient may work against outcome efforts
  Complexity & uncertainty of medical decision-making may work against outcomes efforts
  Biggest driver of costs and health status may rest with the patient & “inner circle”

• Organizational efforts to improve outcomes take many forms (which may or may not work)
  care coordination
  EMR / information technology
  share decision-making
  usual source of care
  patient centered medical homes

• Most immediate context is patient and then the provider (individual, team)
The Structure is Not the Solution

ACOs
IDNs
Systems

Patient Activation
Change Physician Behavior

Change Patient Behavior
Change Care Delivery

Costs
Outcomes
Pop Health

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Headwinds Face Every Initiative to Engage Patients & Physicians

(courtesy of Kurt Lewin)
Thank you for listening