

-- Leadership, Resilience & Choice -- Generating Better Health, Better Care at Lower Cost

Hanley Leadership Institute

Portland, Maine

November 17, 2014

Dennis Wagner

Co-Director, Partnership for Patients

U.S. Department of Health & Human Services

CMS Center for Medicare & Medicaid Innovation

Thank You

- For the hard work you are doing to improve our nation's healthcare system. This is not easy work.
- For your active commitment to improving the care of your patients and clients through medication safety practices.
- For your commitment to improvement, innovation and transformation

Questions to Run On

- What is happening overall and in the CMS Innovation Center with Healthcare Reform & results?
- How does the nation get better care, better health, at lower cost?
- What leadership models and mindsets can help us to thrive while generating needed changes?
- ***What can each of us do to maintain resilience and to prosper in this time of unprecedented, fast-moving change?***

Delivery System and Payment Transformation

Current State –

Producer-Centered

Volume Driven

Unsustainable

Fragmented Care

FFS Payment Systems

**PRIVATE
SECTOR**

**PUBLIC
SECTOR**

Future State –

People-Centered

Outcomes Driven

Sustainable

Coordinated Care

New Payment Systems (and many more)

- Value-based purchasing
- ACOs, Shared Savings
- Episode-based payments
- Medical Homes and care mgmt
- Data Transparency

The CMS Innovation Center

Identify, Test, Evaluate, Scale

The purpose of the [Center] is to test innovative payment and service delivery models to reduce program expenditures...while preserving or enhancing the quality of care furnished to individuals under such titles.

- *The Affordable Care Act*

CMS Innovations Portfolio:

Testing New Models to Improve Quality

Accountable Care Organizations (ACOs)

- Medicare Shared Savings Program (Center for Medicare)
- Pioneer ACO Model
- Advance Payment ACO Model
- Comprehensive ERSD Care Initiative

Primary Care Transformation

- Comprehensive Primary Care Initiative (CPC)
- Multi-Payer Advanced Primary Care Practice (MAPCP) Demonstration
- Federally Qualified Health Center (FQHC) Advanced Primary Care Practice Demonstration
- Independence at Home Demonstration
- Graduate Nurse Education Demonstration

Bundled Payment for Care Improvement

- Model 1: Retrospective Acute Care
- Model 2: Retrospective Acute Care Episode & Post Acute
- Model 3: Retrospective Post Acute Care
- Model 4: Prospective Acute Care

Capacity to Spread Innovation

- **Partnership for Patients**
- Community-Based Care Transitions
- Million Hearts
- **Transforming Clinical Practice Initiative**

Health Care Innovation Awards

State Innovation Models Initiative

Initiatives Focused on the Medicaid Population

- Medicaid Emergency Psychiatric Demonstration
- Medicaid Incentives for Prevention of Chronic Diseases
- Strong Start Initiative

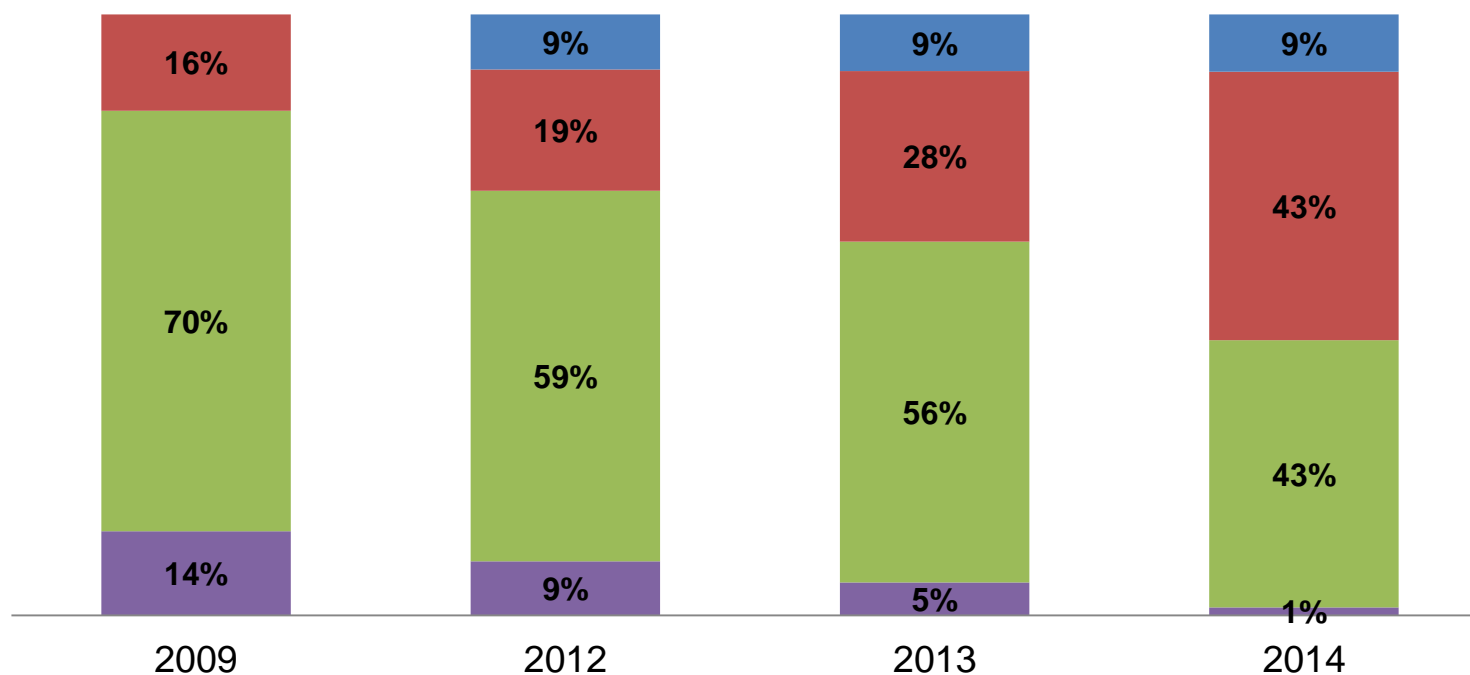
Medicare-Medicaid Enrollees

- Financial Alignment Initiative
- Initiative to Reduce Avoidable Hospitalizations of Nursing Facility Residents

Beneficiaries Moving to MA Plans with High Quality Scores

Medicare Advantage (MA) Enrollment Rating Distribution

■ 2-Star ■ 3-Star ■ 4-Star ■ 5-Star



4 or 5 Stars

16%

29%

37%

55%

2 or 3 Stars

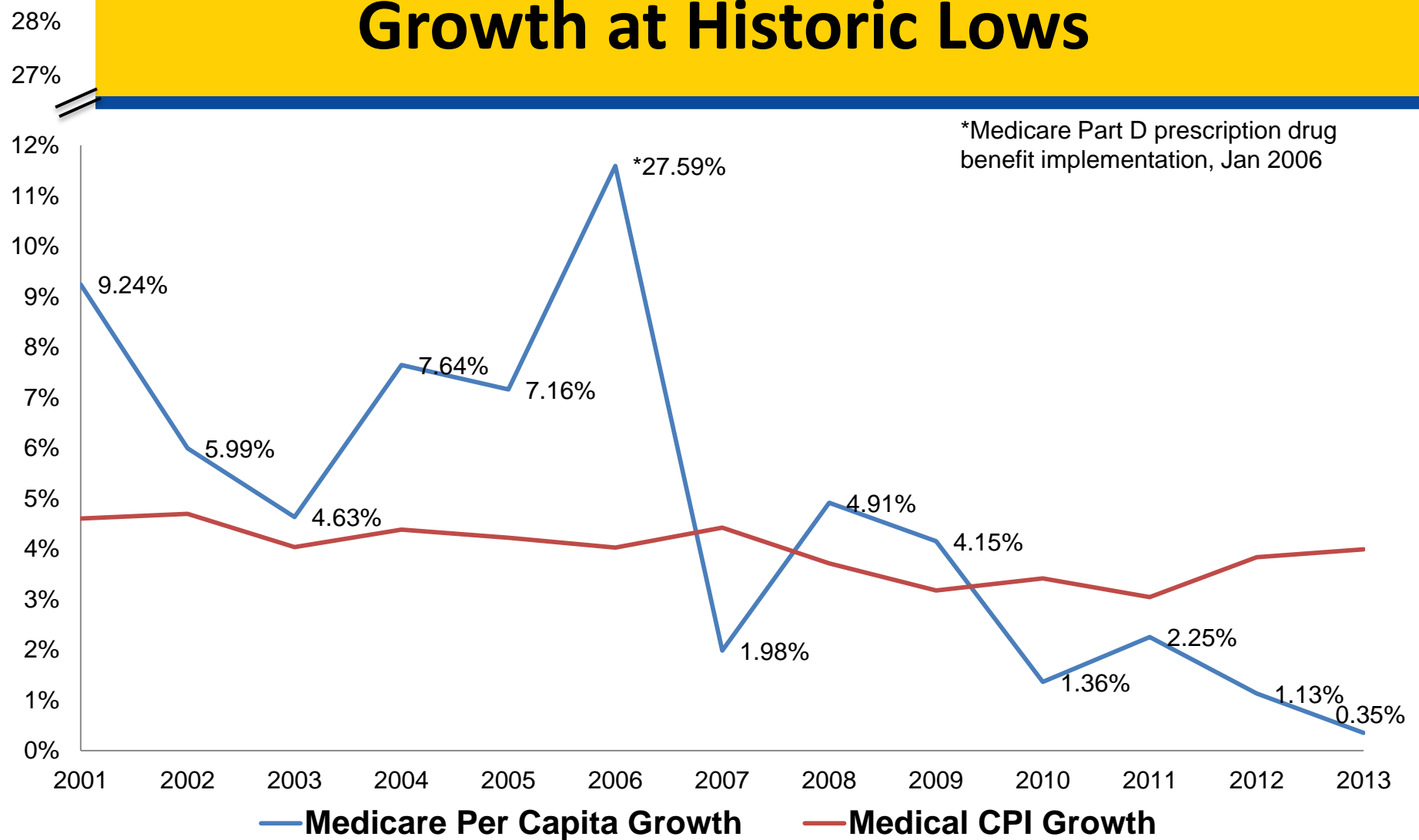
84%

71%

63%

45%

Results: Medicare Per Capita Spending Growth at Historic Lows



Source: CMS Office of the Actuary

How does the nation get...

***Better Care, Better Health
...at Lower Cost?***

***How do we maintain resilience, and
thrive during this time of unprecedented,
fast-moving change?***

What Are the Sources of Resilience?

What Are the Sources of Resilience?

- *Purpose*

What Are the Sources of Resilience?

- *Purpose*
- *Partners*

What Are the Sources of Resilience?

- *Purpose*
- *Partners*
- *Perspective*

What Are the Sources of Resilience?

- *Purpose*
- *Partners*
- *Perspective*
- *Choice*
- *Embracing Change; Leading Change*
- *Wholeheartedness*

What Are the Sources of Resilience?

- *Purpose*
- *Partners*
- *Perspective*
- *Choice*
- *Embracing Change; Leading Change*
- *Wholeheartedness*

...Poise?

Partnership for Patients

Focused on 2 Breakthrough Aims

GOALS :

40%

Reduction in Preventable Hospital-Acquired Conditions

1.8 Million Fewer Injuries | 60,000 Lives Saved

20%

Reduction in 30-Day Readmissions

1.6 Million Patients Recover without Readmission

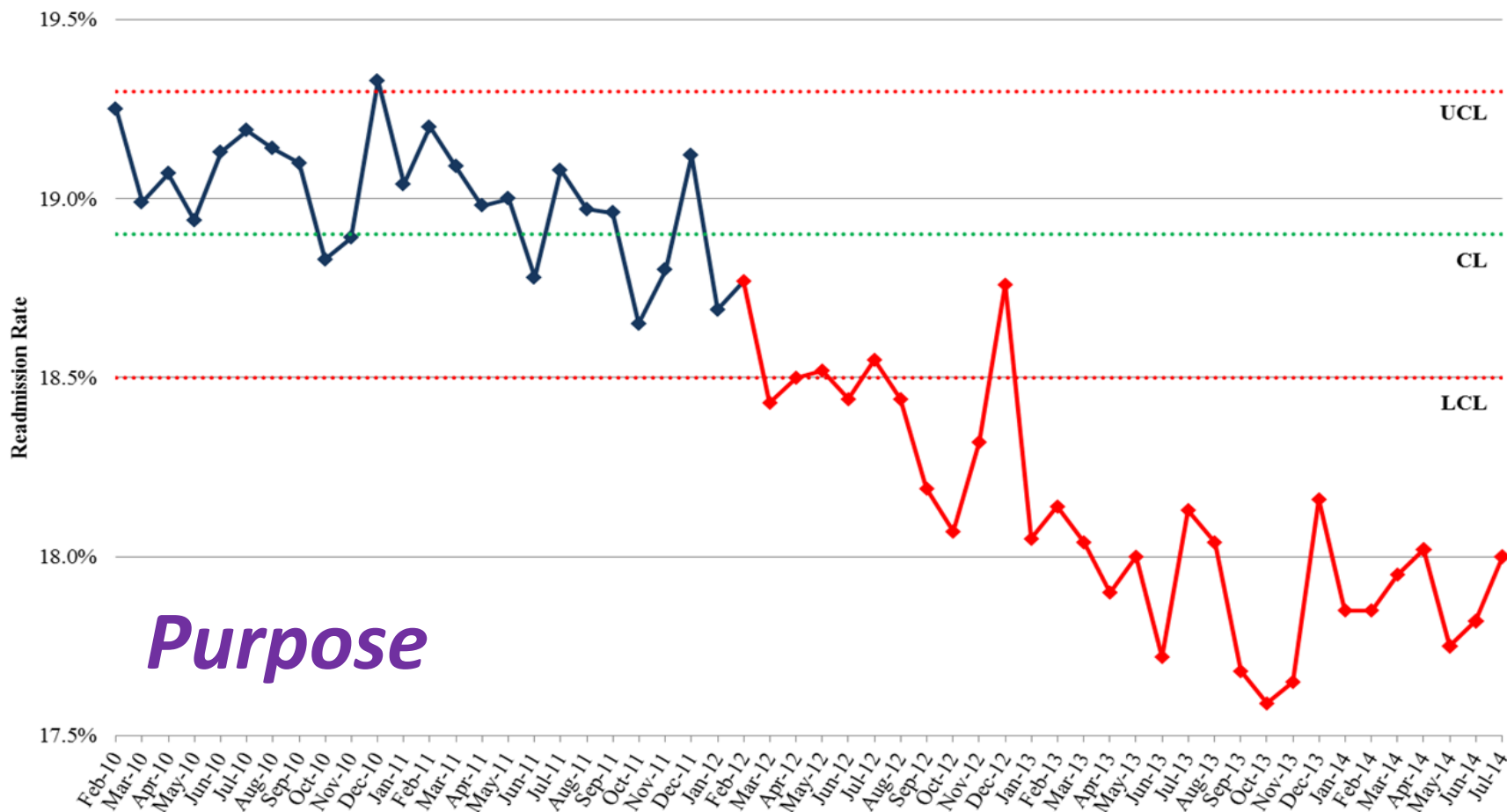
Purpose

<http://partnershipforpatients.cms.gov>

Medicare FFS 30-Day All-Cause Readmission Rate

All Short-Term Acute Care Hospitals Nationally

2010-July 2014



Source: Health Policy and Data Analysis group in the Office of Enterprise Management at CMS. March 2014-July 2014 readmissions rates are projected based on early data, with 95 percent confidence intervals as shown for the most recent five months.

Major National Reductions in Harm

-- 2010 Baseline & Results to Date --

2010:	145 Harms/1000 Discharges
2011:	142 Harms/1000 Discharges
2012:	132 Harms/1000 Discharges
2013:	126/1000 Goal -- preliminary results suggest performance better than goal
2014:	Still to come

Purpose

Life-Saving & Cost-Saving Impacts of Harm Reduction Work in 2011 & 2012

- 8.8% Reduction in Measured HACs from ~30,000 Chart Reviews Annually, led by AHRQ
 - from 145 per 1,000 discharges to 132 per 1,000 discharges
- \$4B in 2011 & 2012 Associated Cost Savings
- 16,000 Estimated Reductions in Deaths Due to HACs

Ventilator-Associated Pneumonia (VAP)*	Early Elective Delivery (EED)**	Central Line-Associated Blood Stream Infection (CLABSI)	Venous Thromboembolic Complications (VTE)	Readmissions
55.9% ↓	69.3% ↓	17.3% ↓	14.2% ↓	8.7% ↓

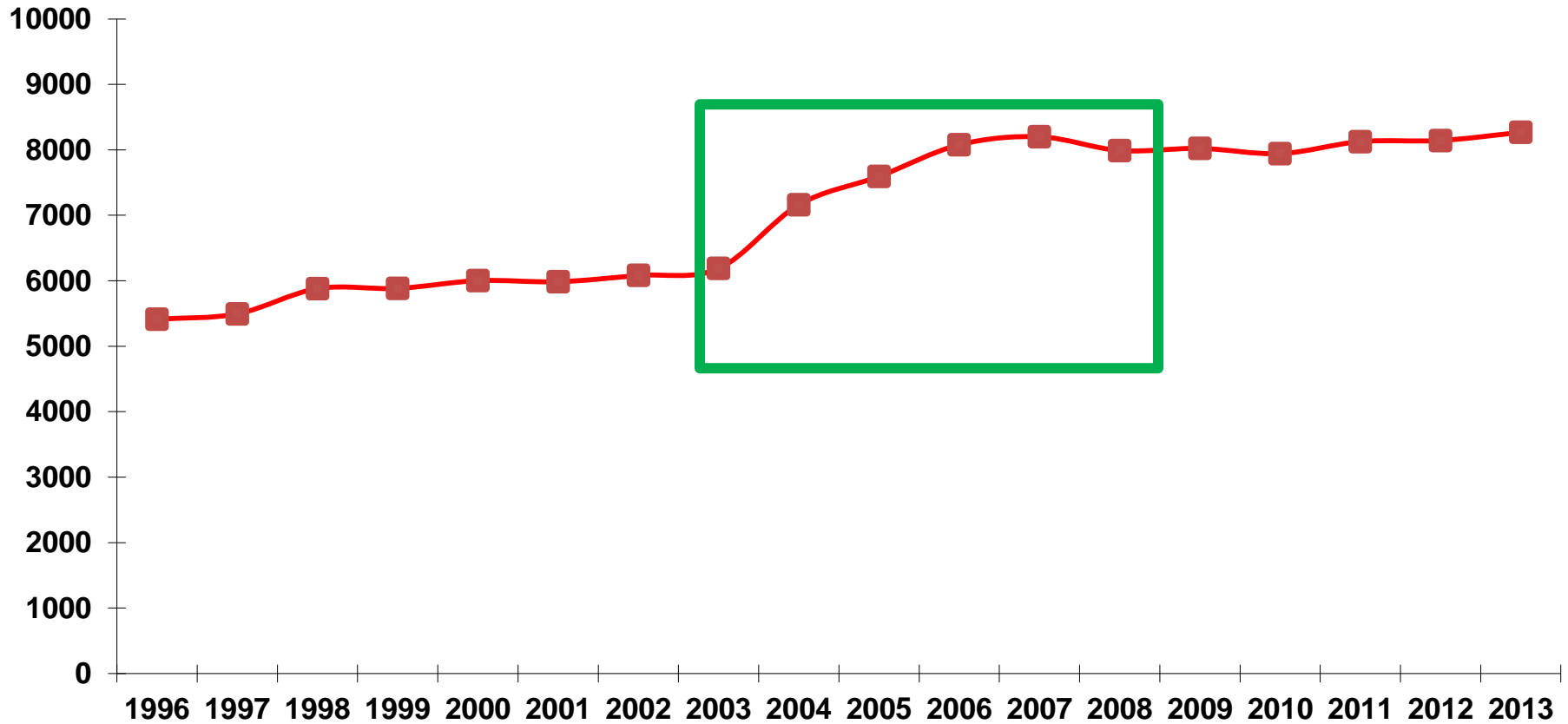
Source: NHSN, NDNQI/CALNOC, CMS, and HEN-submitted data available in October 2014.

*Concerns have been raised about the specifications for this measure

**In HEN-reported data, baseline and current periods vary across HENs

Purpose

Achieve a 75% Organ Donation Rate in the Nation's Largest Hospitals



Purpose

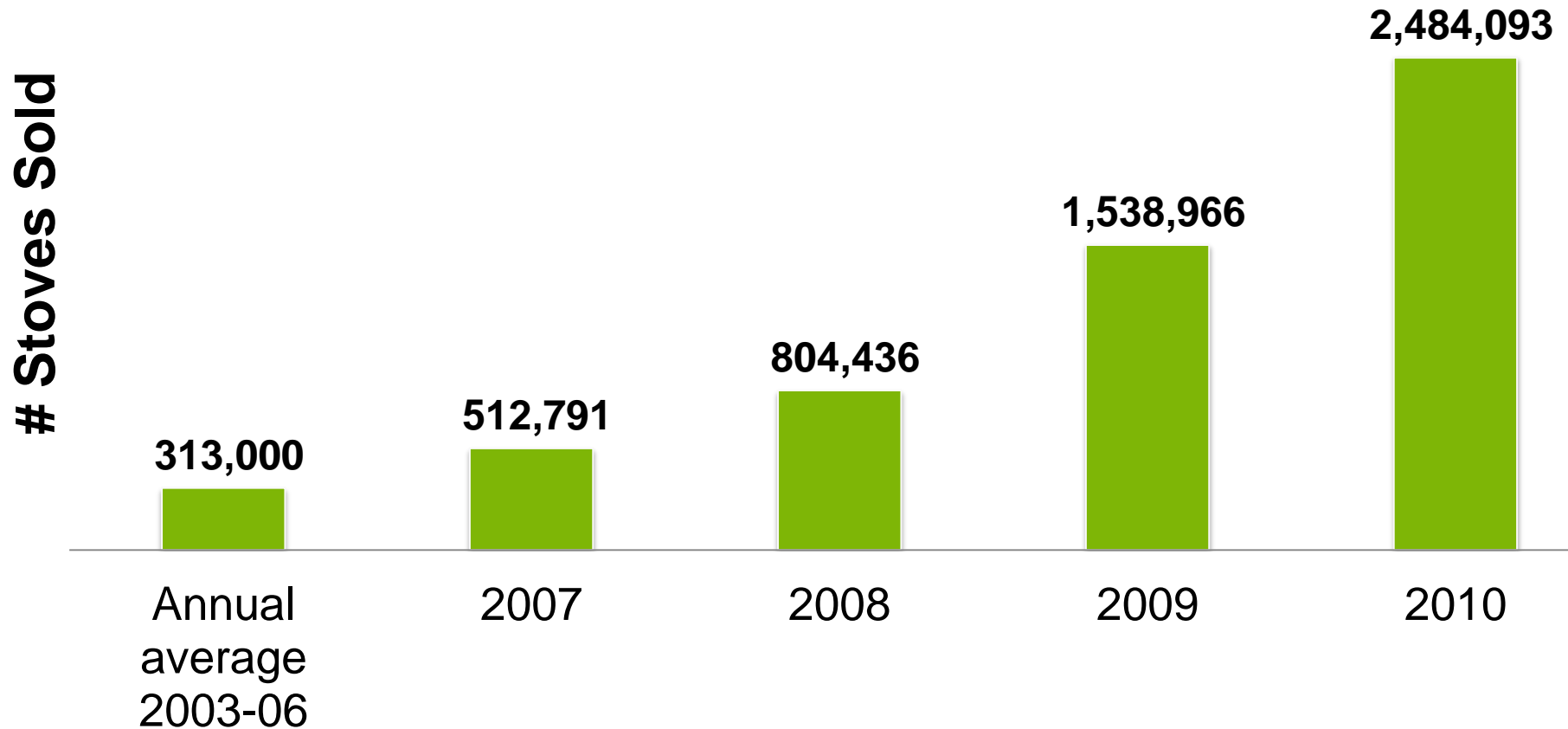
Double the Number of Improved Cookstoves for World's Poorest Families... Every 2 Years

- Less Time Spent Gathering Fuel
- More Time and Resources for the Family
- Less Black Carbon in Atmosphere
- Reduced Deforestation & Fuel Consumption
- More Micro Businesses

Purpose

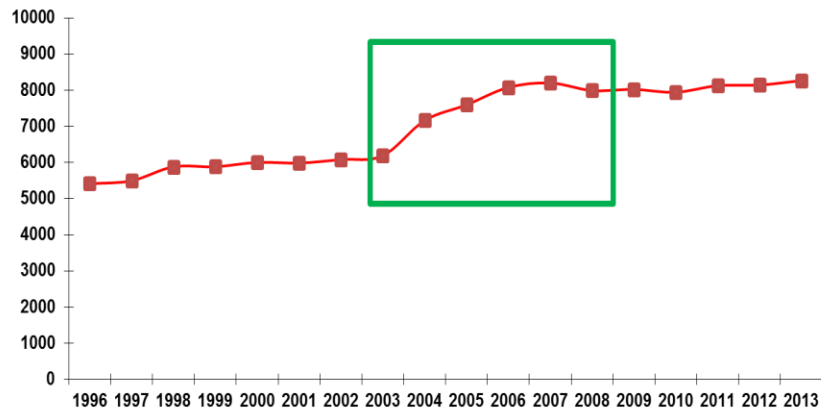


Worldwide Members of the ***EPA Partnership
for Clean Indoor Air*** Help Millions of Families
Use Cleaner Cooking Technologies



Purpose

A Wholehearted Commitment to Clear Purpose is a Powerful Source of Resilience



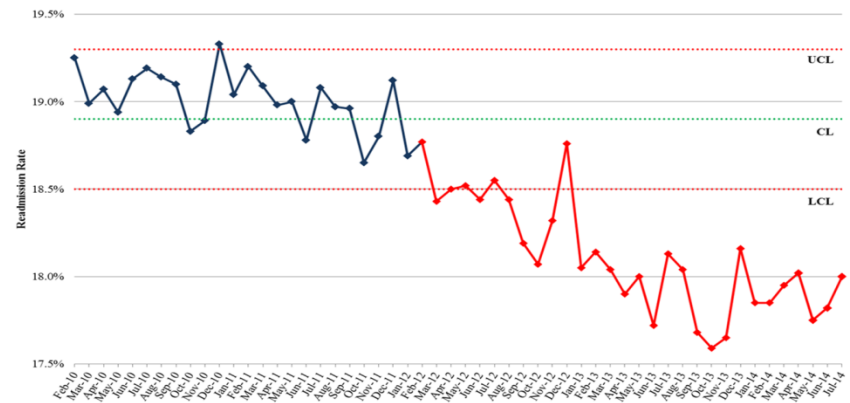
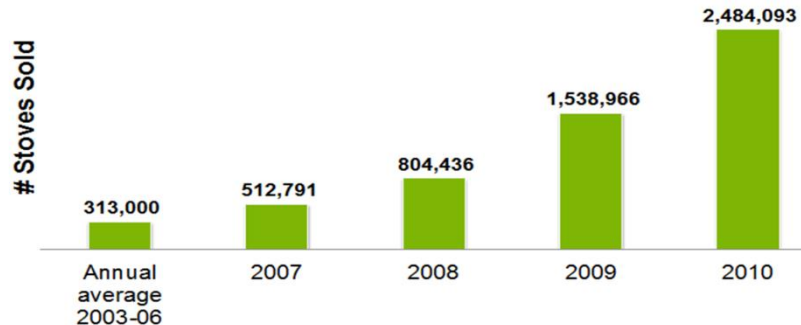
Ventilator-Associated Pneumonia (VAP)*	Early Elective Delivery (EED)**	Central Line-Associated Blood Stream Infection (CLABSI)	Venous Thromboembolic Complications (VTE)	Readmissions
55.9% ↓	69.3% ↓	17.3% ↓	14.2% ↓	8.7% ↓

Source: NHSN, NDNQI/CALNOC, CMS, and HEN-submitted data available in October 2014.

*Concerns have been raised about the specifications for this measure

**In HEN-reported data, baseline and current periods vary across HENs

Worldwide Members of the ***EPA Partnership for Clean Indoor Air*** Help Millions of Families Use Cleaner Cooking Technologies



Source: Health Policy and Data Analysis group in the Office of Enterprise Management at CMS. March 2014-July 2014 readmissions rates are projected based on early data, with 95 percent confidence intervals as shown for the most recent five months.

Paul McGann, MD

Co-Director, Leader, Geriatrician, Former Deputy
Chief Medical Officer of CMS



Partners

Secretary Sebelius & Our Team

Partnership for Patients

Partners



Diane M. Hill

My Spouse of 29 Years

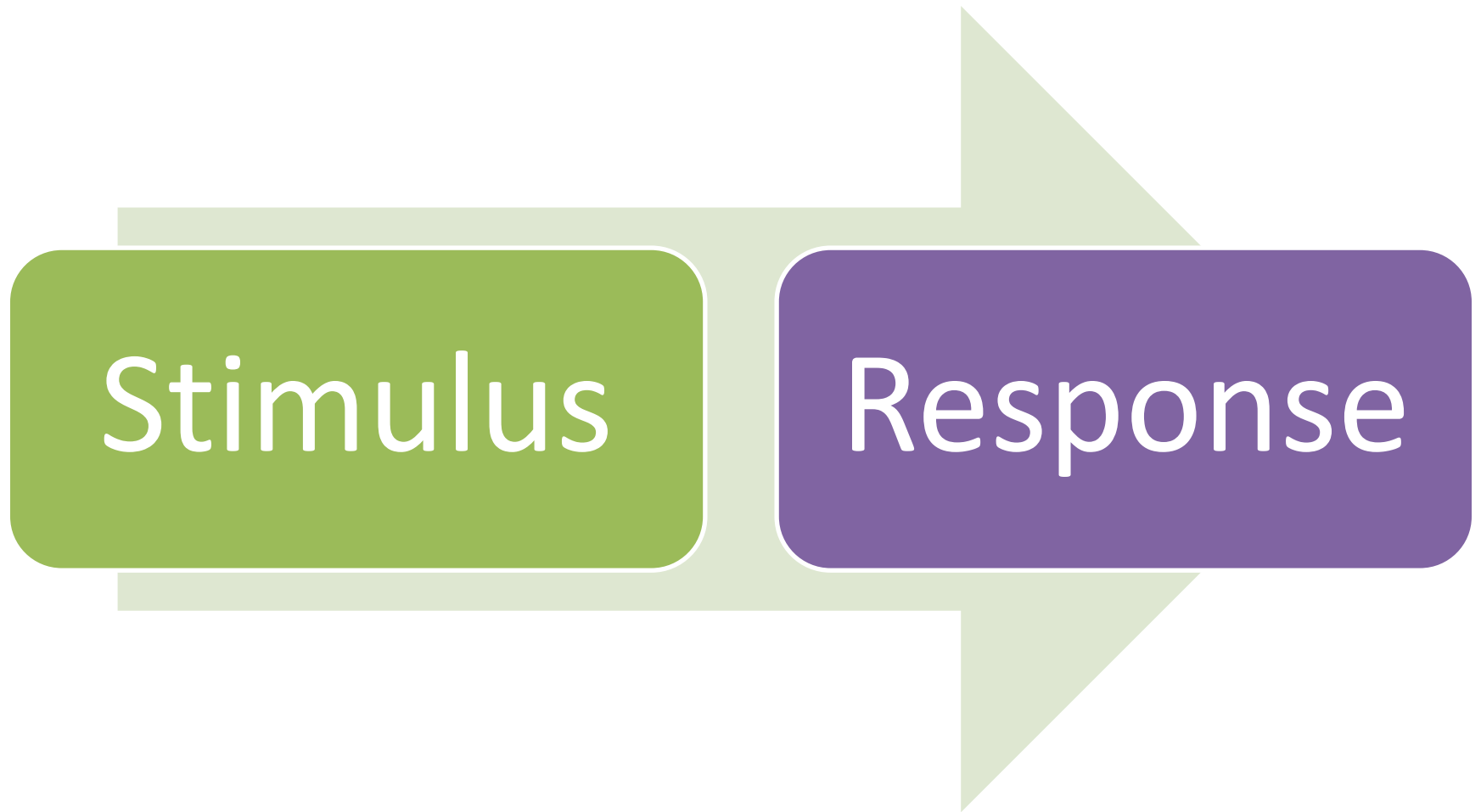


Partners

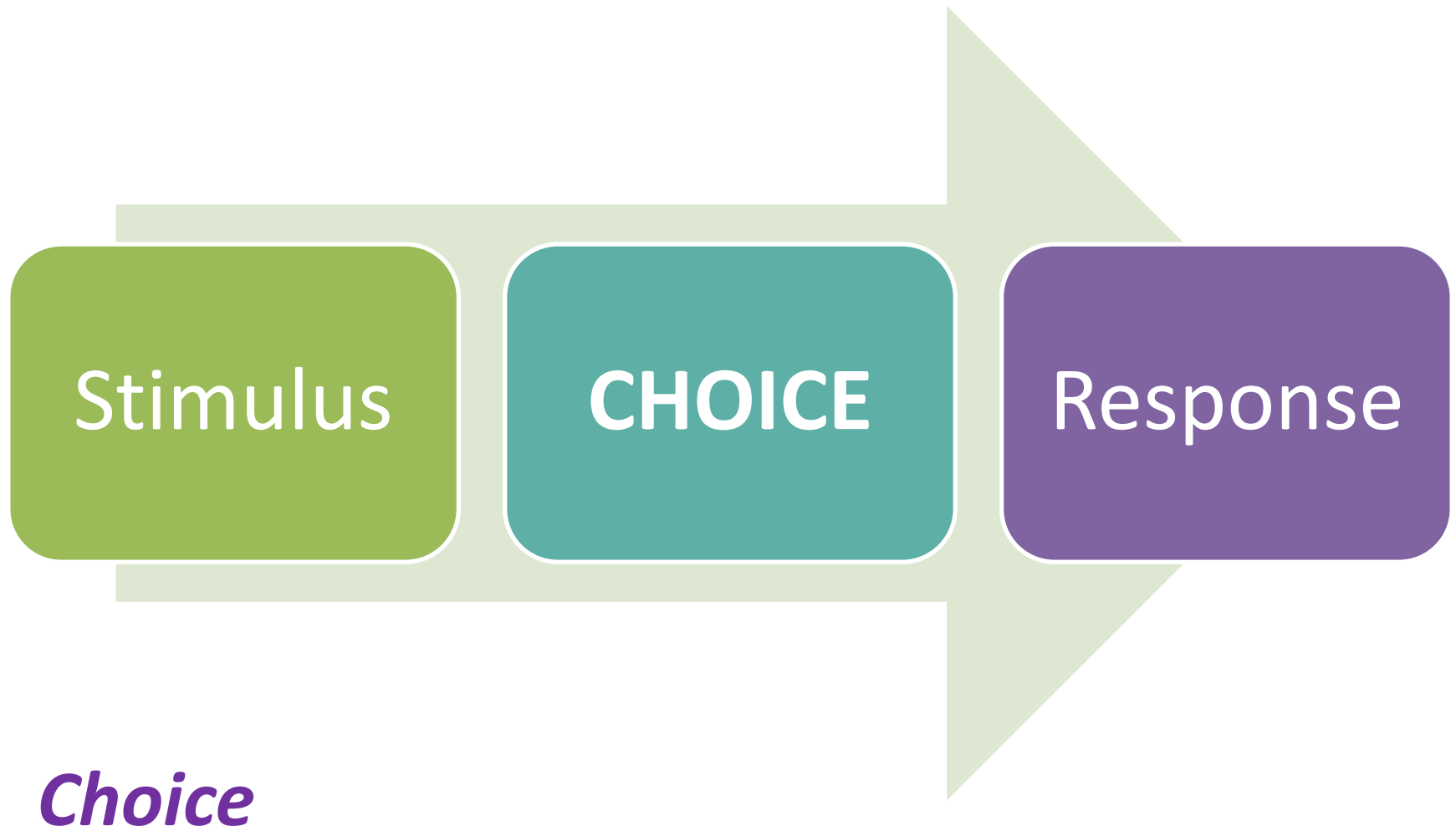
Pause for Reflection

- *What are your experiences with Purpose & Partners as a source of Resilience?*
- *How do you sustain yourself and others on your team? What's working?*


A Powerful Model



Choice: The Most Powerful Model



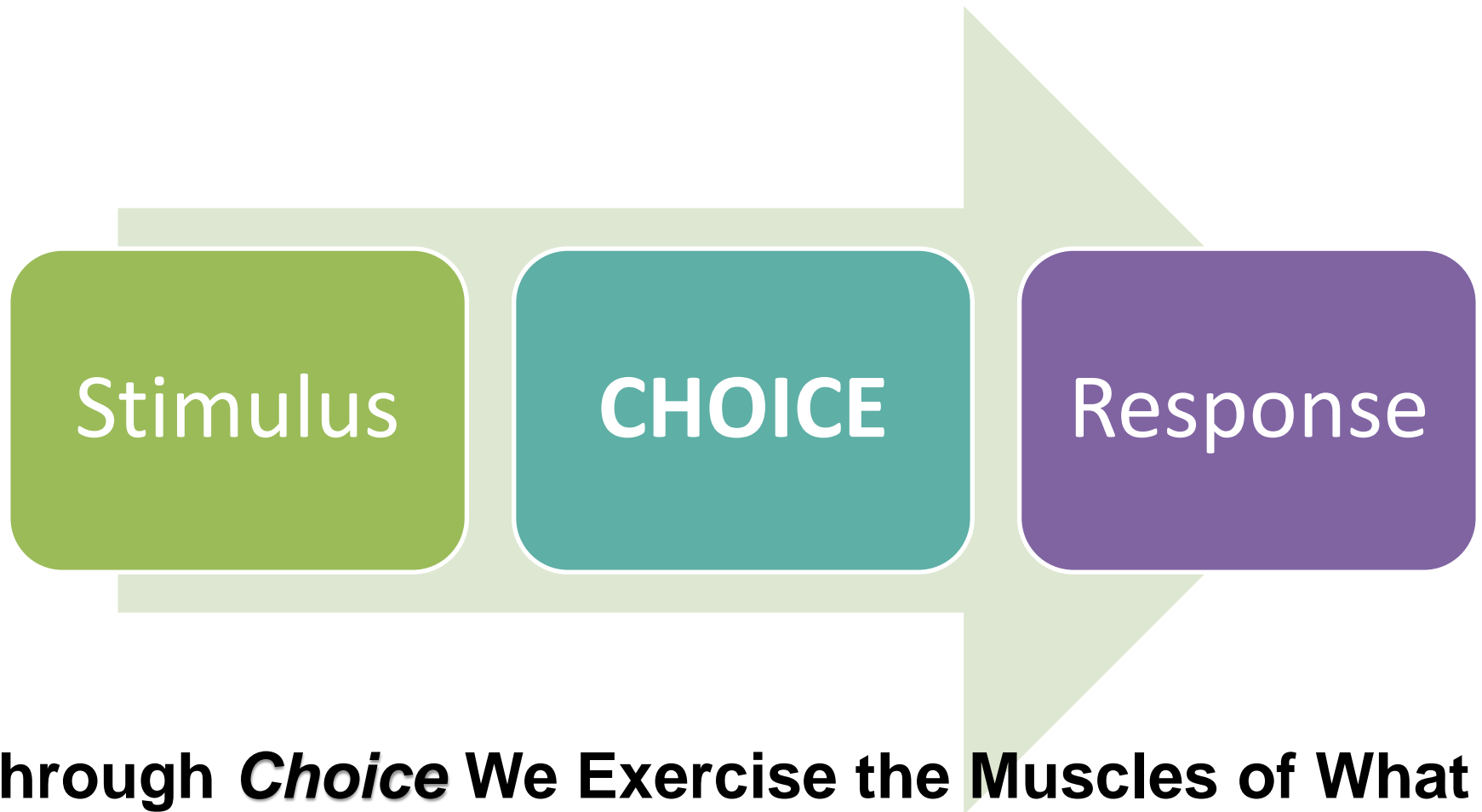
Perspective: Viktor E. Frankl Made Extraordinary Choices



***Seminal Book:
Man's Search for
Meaning***

***Perspective
Choice***

Our Choices Matter Immensely



Through *Choice* We Exercise the Muscles of What It Means to be Human

The Road Less Traveled

“Life is difficult.”

Once you accept that life is difficult, it is no longer quite as difficult.”

-- M. Scott Peck

Perspective

Choice

Alexa's Mother Chose to Contribute to Increased Organ Donation...Instead of Bitterness About Her Loss



*Perspective
Choice*

How does the nation get...

***Better Care, Better Health
...at Lower Cost?***

***How do clinicians lead on this and
other important aims?***

Leading Change

Embracing Change

Lead Change by Helping People Invent Their Own Changes

- *What is working?*
- *What is causing it to work?*
- *What is our objective here?*
- *What could we do...*
 - *More of?*
 - *Better?*
 - *Differently?*

Leading Change

Embracing Change

Leadership Happens Through Language

-- Leadership Speech Acts --

- Assertions
 - Declarations
 - Requests & Offers
 - Acknowledgements
 - “Yes, and”
 - Effective Questions
- Leading Change*
Embracing Change

NOT Leadership Speech Acts

- Gossip
- Complaints
- Worries
- Frets
- Ineffective Questions

Leading Change

Embracing Change

Crossing the Unknown Sea

***“The antidote to exhaustion
...is wholeheartedness.”***

-- David Whyte

Wholeheartedness

The New York Times

Sunday, September 24, 2006



Lung Patients See a New Era of Transplants

"A quiet revolution in the world of lung transplants is saving the lives of people who, just two years ago, would have died on the waiting list. In the past 16 months, waits have shortened, lists have shrunk, and the number of lung transplants has gone up. Further improvements are expected this year."

Purpose

Perspective

Partners

Choice

Leading Change

Wholeheartedness

What Are the Sources of Resilience?

- *Purpose*
- *Partners*
- *Perspective*
- *Choice*
- *Embracing Change; Leading Change*
- *Wholeheartedness*

...Poise?

My Requests to Each of You

- Nurture Your Own Resilience and That of Others on Your Teams
- Practice & Spread these Methods of Purpose, Partners, Perspective, Choice, Change, Wholeheartedness & Poise
- Choose to Stand for Better Care, Better Health at Lower Cost...for Our Patients, Your Profession, Our Nation
- Share one or more of these methods and your insights with at least one other person in the next 24 hours.

Together, we can achieve our aims...and we can thrive while doing so.

Reflection & Action

- *What are your experiences with Perspective, Choice, Embracing Change or Wholeheartedness as a source of Resilience?*
- *What are your key insights about better care, better health, lower costs and resilience?*



Dennis Wagner, Co-Director

Partnership for Patients

Associate Director for Campaign Leadership, CMS Innovation Center

For more information, please visit: Partnershipforpatients.cms.gov,