Conference Overview

The American healthcare industry has undergone significant organizational changes over the past decade. The nation is rapidly aggregating into larger and more complex health systems that are vertically and horizontally integrated. The trend is being driven by both business conditions and government policy, such as policies encouraging the creation of Accountable Care Organizations, medical homes, and bundled payments. The current climate results in collaborations among entities that historically have not worked together. Some of these partnerships will likely face challenges that can be roughly characterized as stemming from “shotgun marriages.” Given the changing landscape of healthcare systems, it is important to explore what these entities can learn from more mature healthcare systems. This conference seeks to determine which elements of more mature healthcare systems result in the best clinical outcomes.

Why this Event?

ECRI Institute’s 19th Annual Conference, Creating “Systemness” within Healthcare Delivery: Can Success be Proven and Shared?, brings together a range of constituencies, including public and private providers and payers, policy makers, clinicians, industry, regulators, consumers/patients, and researchers.

This conference will examine the evidence of “what works and why it works” in American healthcare. Linking management systems and clinical outcomes has not been previously addressed in a single conference that is designed for multiple stakeholders.

The conference’s examination of “systemness” will range broadly, asking thought-provoking questions, such as:

► What is “systemness”?
► Which elements within mature healthcare systems result in the best clinical outcomes?
► Are approaches taken by long-established healthcare systems transferable to smaller, newer, or less integrated systems?
► Are financial incentives alone enough to drive change?
► How can EHRs help improve “systemness?”
► Do “transformation” units within healthcare systems produce results?

Follow the conversation on twitter with #EIConf12 and check out our conference mobile site at www.ecri.org/MC/ta/ or scan QR code.
Continuing Education Credits

PHYSICIANS:

CME Accreditation Statement:
This live activity has been planned and implemented in accordance with the Essential Areas and Policies of the Accreditation Council for Continuing Medical Education (ACCME). ECRI Institute is accredited by the ACCME to provide continuing medical education for physicians.

AMA Credit Designation Statement:
ECRI Institute designates this live activity for a maximum of 13 AMA PRA Category 1 Credit(s)™. Physicians should claim only the credit commensurate with the extent of their participation in the activity.

NURSES:
This activity has been approved for 13 California State Nursing contact hours by the provider, Debora Simmons, who is approved by the California Board of Registered Nursing, Provider Number CEP 13677.

ATTORNEYS:
This program has been approved by the Supreme Court of Pennsylvania’s Continuing Legal Education Board for up to a total of 13 credits: 1 ethics* and 12 substantive Pennsylvania CLE credits.

*You must attend Session 10: Going Forward: Regulatory and Legal Issues of “Systemness Regulatory and Legal Issues of “Systemness” on November 29, 2012 from 2:00 — 3:00 PM in order to qualify for the ethics credit.

Additional Information

ECRI Institute has a strict no-solicitation policy covering our Annual Conference.

A recording of this conference will be available post-conference at www.ecri.org/2012conf.

Note: If you have questions about the conference recording or other feedback, e-mail communications@ecri.org or call (610) 825-6000, ext. 5310.

About ECRI Institute

ECRI Institute (www.ecri.org), a nonprofit organization, dedicates itself to bringing the discipline of applied scientific research to healthcare to discover which medical procedures, devices, drugs, and processes are best to enable improved patient care. As pioneers in this science for 45 years, ECRI Institute marries experience and independence with the objectivity of evidence-based research. Strict conflict-of-interest guidelines ensure objectivity. ECRI Institute is designated an Evidence-based Practice Center by the U.S. Agency for Healthcare Research and Quality. ECRI Institute PSO is listed as a federally certified Patient Safety Organization by the U.S. Department of Health and Human Services.

Please stop by our booth in the lobby to learn more about ways to improve systemness in your hospital or health system.

Creating “Systemness” within Healthcare Delivery:
Can Success be Proven and Shared?
November 28-29, 2012
Schedule at a Glance

Wednesday, November 28, 2012 | 7:00 AM to 6:20 PM

7:00 AM | Registration & Complimentary Continental Breakfast
8:00 AM | Welcome, Acknowledgements, and Introduction to the Format and Major Themes of the Conference
8:15 to 9:30 AM | Developing an Effective Culture: Why Financial Incentives are not Enough
9:30 to 10:30 AM | Creating Teams to Improve Inter- and Intra- Health System Operations: Does the Evidence Show Benefit?
10:30 to 10:45 AM | Q&A
10:45 to 11:15 AM | Break
11:15 AM to 12:15 PM | Transformation Centers and the Evidence: Where are We Now?
12:15 to 12:30 PM | Q&A
12:30 to 1:30 PM | Lunch break on your own
1:30 to 2:30 PM | The Use of EHR in Furtherance of “Systemness”: Case Studies
2:30 to 3:00 PM | Commentary and Perspectives
3:00 to 3:15 PM | Q&A
3:15 to 4:15 PM | Beyond the Borders of Traditional Systems: The Changing Locus of Care?
3:45 to 4:45 PM | System Evolution: Incorporating New Partners and Partnerships
4:45 to 5:00 PM | Q&A
5:00 to 6:00 PM | Wrap Up

Thursday, November 29, 2012 | 7:00 AM to 3:35 PM

7:00 AM | Registration & Complimentary Continental Breakfast
8:00 AM | Introduction
8:15 to 9:15 AM | Federal and State Initiatives: What does the Evidence Show?
9:15 to 9:30 AM | Q&A
9:30 to 10:30 AM | Evidence-Based Management: Lessons and Demands from the Business World
10:30 to 10:45 AM | Q&A
10:45 to 11:15 AM | Break
11:15 AM to 12:15 PM | Measuring the Success of Systems
12:15 to 12:30 PM | Q&A
12:30 to 1:00 PM | Commentary and Perspectives
1:00 to 2:00 PM | Lunch break on your own
2:00 to 3:00 PM | Going Forward: Regulatory and Legal Issues of Systemness
3:00 to 3:15 PM | Q&A
3:15 to 3:35 PM | Commentary and Perspectives
3:35 to 3:35 PM | Closing Remarks
The conference is organized in a way that is metaphorically similar to an edited book. Each session builds upon the previous one.

Wednesday, November 28, 2012 | 7:00 AM to 6:20 PM

7:00 AM  
Registration & Complimentary Continental Breakfast

8:00 AM  
Welcome, Acknowledgements, and Introduction to the Format and Major Themes of the Conference

  ▶ Jeffrey C. Lerner, PhD, President and Chief Executive Officer, ECRI Institute

Brief Remarks

  ▶ Joel Kupersmith, MD, Chief Research and Development Officer, Veterans Health Administration
  ▶ Sharon Levine, MD, Associate Executive Director, The Permanente Medical Group, Inc., Kaiser Permanente

8:15 to 9:30 AM  
1. Developing an Effective Culture: Why Financial Incentives are Not Enough

Aligning financial incentives in healthcare systems is essential for making them productive. Mature healthcare systems have had time to develop cultures that can have strong appeal to professionals, such as clinicians and managers, and to patients who use the health system. Systems created relatively recently are often put together almost exclusively on a financial basis, and sometimes without regard to whether there is a true cultural fit among the participants in the new systems. Mature healthcare systems do not just have a culture, but rather they work to create one and maintain it. This session will explore whether and why these nonfinancial incentives work and the extent to which aspects of a system’s culture can be transferred. Our speakers will also address the heterogeneity in types of healthcare systems, as well as issues of governance and leadership.

  ▶ Sarah Krevans, MBA, MPH, Chief Operating Officer, Sutter Health
  ▶ Ralph Muller, MBA, Chief Executive Officer, University of Pennsylvania Health System
  ▶ Robert A. Petzel, MD, Under Secretary for Health in the Department of Veterans Affairs
  ▶ Moderator: Susan Dentzer, Editor-in-Chief, Health Affairs

9:30 to 10:30 AM  
2. Creating Teams to Improve Inter- and Intra- Health System Operations: Does the Evidence Show Benefit?

Team building is a commonly accepted “best practice” in a great many organizations, but is there evidence that multi-disciplinary teams have a positive impact on clinical and business processes? This session will examine whether the use of teams has improved long-standing continuity of care issues within and between health systems.

  ▶ Katherine Klein, PhD, Vice Dean for Social Impact; Edward H. Bowman Professor of Management, The Wharton School, University of Pennsylvania
  ▶ David Mayer, PhD, Managing Director, National Transportation Safety Board
  ▶ Lisa Schilling, RN, MPH, Vice President, National Health Care Performance Improvement; Director, Center for Health Systems Performance, Kaiser Permanente
  ▶ Jessie Gruman, PhD, President, Center for Advancing Health
  ▶ Moderator: Jeffrey C. Lerner, PhD, President and Chief Executive Officer, ECRI Institute

10:30 to 10:45 AM  
Q&A
11:15 AM to 12:15 PM  3. Transformation Centers and the Evidence: Where are We Now?

An increasing number of hospital systems are creating transformation centers that specialize in bringing innovation into a healthcare system. This session will discuss how these transformation centers seek to establish themselves in the face of ingrained hierarchies, and whether they are able to have an influence and produce significant outcomes.

- Alide Chase, MS, Senior Vice President, Quality and Safety, Kaiser Foundation Health Plan, Inc.
- Naomi Fried, PhD, Chief Innovation Officer, Boston Children’s Hospital
- Earl Steinberg, MD, Executive Vice President, Innovation & Dissemination; Chief, Healthcare Solutions Enterprise, Geisinger Health System
- Paul C. Tang, MD, MS, Vice President, Chief Innovation and Technology Officer, Palo Alto Medical Foundation
- *Moderator: Lee A. Fleisher, MD, Chair, Department of Anesthesiology and Critical Care, University of Pennsylvania Health System*

12:15 to 12:30 PM  Q&A

12:30 to 1:30 PM  Lunch break on your own

1:30 to 2:30 PM  4. The Use of EHR in Furtherance of “Systemness”: Case Studies

The Veterans Health Administration is widely acknowledged as having transformed itself from a poorly functioning system to one that has become a model for healthcare delivery. The VA has been a leader in the use of Electronic Health Records, and has influenced many other health systems to adopt them. As EHR technology advances, EHRs can now do more than just capture patient’s medical information, and are seen as a means of creating more efficient systems. The panelists in this session will discuss how the use of EHRs has changed the experiences of practicing medicine and being a patient, and will examine the evidence to determine whether the use of EHR actually promotes more cohesive, effective, and efficient systems.

- Theresa Cullen, MD, MS, Director, Health Informatics, Veterans Health Administration
- Michael Kanter, MD, Medical Director of Quality & Clinical Analysis, Southern California Permanente Medical Group, Kaiser Permanente
- Stephen T. Lawless, MD, MBA, Vice President, Quality and Patient Safety, Nemours Health System
- Gordon Hunt, MD, Senior Vice President & Chief Medical Officer, Sutter Health
- *Moderator: Joe V. Selby, MD, Executive Director, Patient Centered Outcomes Research Institute*

2:30 to 3:00 PM  Commentary and Perspectives

- George C. Halvorson, Chairman and Chief Executive Officer, Kaiser Permanente
- Jonathan Perlin, MD, PhD, President, Clinical and Physician Services Group and Chief Medical Officer, HCA, Inc.
- *Moderator: Jeffrey C. Lerner, PhD, President and Chief Executive Officer, ECRI Institute*
3:00 to 3:15 PM  Q&A

3:15 to 3:45 PM  Break

3:45 to 4:45 PM  
5. Beyond the Borders of Traditional Systems: The Changing Locus of Care?

Some healthcare systems have experience and evidence of success in providing care outside conventional institutional frameworks. One among a growing number of examples is the military medical system’s work to create medical homes. Can this approach and other approaches to establishing new healthcare delivery models be replicated in whole or in part? This session will examine whether new approaches to healthcare delivery, including the use of social media, can improve the effectiveness and efficiency of medical care, social services, and the array of services that comprise long term care, and will discuss whether these new models can be adopted by new and existing systems.

► Warren Lockette, MD, Deputy Assistant Secretary of Defense, Clinical and Program Policy; Chief Medical Officer, TRICARE Management Activity, United States Department of Defense
► Joanne Lynn, MD, Director, Altarum Center for Elder Care and Advanced Illness, Altarum Institute
► Farris K. Timimi, MD, Medical Director, Mayo Clinic Center for Social Media
► Moderator: Margaret E. O’Kane, MHA, President, National Committee for Quality Assurance

4:45 to 5:00 PM  Q&A

5:00 to 6:00 PM  

Long-standing healthcare systems often add new facilities and provider groups, or work to change the priorities of their existing partners to improve the effectiveness and efficiency of their services. Integrating these new partners and partnerships culturally as well as financially can be a challenge. In this session we discuss the evidence to date about successes and failures, in both clinical and business behavior, that result from incorporating new and transforming existing partners.

► Peter S. Anderson, Senior Vice President of Strategy and Business Development, Sutter Health
► John Colmers, MPH, Vice President, Health Care Transformation and Strategic Planning, Johns Hopkins Health System
► Philip Mehler, MD, Chief Medical Officer, Denver Health and Hospital Authority
► Moderator: John B. Reiss, PhD, JD, Partner, Saul Ewing LLP; Chair, Board of Trustees, ECRI Institute

6:00 to 6:15 PM  Q&A

6:15 to 6:20 PM  Wrap Up

► Jeffrey C. Lerner, PhD, President and Chief Executive Officer, ECRI Institute
7:00 AM   Registration & Complimentary Continental Breakfast

8:00 AM   Introduction

▶ Jeffrey C. Lerner, PhD, President and Chief Executive Officer, ECRI Institute

8:15 to 9:15 AM  7. Federal and State Initiatives: What does the Evidence Show?

Both Federal and State governments have a long-standing and increasing interest in creating or supporting systems of care rather than serving mainly as payers. Government policies strongly support the development of ACOs, for both the general population and for Medicare beneficiaries and Medicaid recipients. New ACOs are primarily financial arrangements, raising questions about whether modified internal cultures can be created effectively and how the mandated goal of improving population health can be met. Is there persuasive evidence about the effectiveness of ACOs in modifying cultures and addressing population health? Is there useful learning from types of systems other than ACOs? The panelists will address what evidence is being used to revise policies for accountability and processes to implement them, to re-structure management structures, and to measure the effectiveness of institutional changes that seek to align financial and non-financial incentives.

▶ Mike Fogarty, MSW, JD, Chief Executive Officer, Oklahoma Healthcare Authority
▶ Bruce Goldberg, MD, Director, Oregon Health Authority
▶ John Selig, MPA, Director, Arkansas Department of Human Services
▶ William Shrank, MD, MSHS, Director, Rapid Cycle Evaluation Group, Center for Medicare and Medicaid Innovation
▶ Moderator: Daniel M. Fox, PhD, President Emeritus, Milbank Memorial Fund

9:15 to 9:30 AM  Q&A

9:30 to 10:30 AM  8. Evidence-Based Management: Lessons and Demands from the Business World

The business community is increasingly interested in moving beyond just paying for health bills and is viewing healthcare as an issue of importance to a broad array of corporate departments. Medical directors of corporations are accustomed to evidence-based management in which they report on and document the reasons for the outcomes of the work they supervise to their colleagues in senior management. The session’s panelists will discuss what they as medical directors and officers and their colleagues are developing with health systems and health plans to enhance recognition of the benefits of evidence-based management within health systems and health plans, and whether evidence-based management can produce evidence.

▶ Paul Grundy, MD, MPH, FACOEM, FACPM, Global Director, IBM Healthcare Transformation, IBM
▶ Clarion E. Johnson, MD, Medical Director, Medicine and Occupational Health, Global Exxon Mobil Corporation
▶ Richard Snyder, MD, Chief Medical Officer, Independence Blue Cross
▶ Moderator: Jeffrey C. Lerner, PhD, President and Chief Executive Officer, ECRI Institute

10:30 to 10:45 AM  Q&A

10:45 to 11:15 AM  Break
9. Measuring the Success of Systems

Although healthcare system success is measured internally, it is also subjected to external comparative evaluation. How well have systems performed, and in what areas has success been proven? In this session, we learn the perspectives and recent approaches of key evaluators.

- Brent James, MD, MStat, Chief Quality Officer and Executive Director, Institute for Health Care Delivery Research, Intermountain Healthcare
- Patrick Conway, MD, MSc, Chief Medical Officer, Center for Medicare and Medicaid Services, Office of Clinical Standards and Quality
- Joel Kupersmith, MD, Chief Research and Development Officer, Veterans Health Administration
- Margaret VanAmringe, MHS, Vice President for Public Policy and Government Relations, The Joint Commission
- Moderator: J. Sanford Schwartz, MD, Leon Hess Professor of Medicine, Health Care Management, and Economics, School of Medicine and the Wharton School, University of Pennsylvania

12:15 to 12:30 PM Q&A

12:30 to 1:00 PM Commentary and Perspectives

- Sharon Levine MD, Associate Executive Director, The Permanent Medical Group, Inc., Kaiser Permanente
- Gail Wilensky, PhD, John M. Olin Senior Fellow, Project HOPE
- Moderator: Jeffrey C. Lerner, PhD, President and Chief Executive Officer, ECRI Institute

1:00 to 2:00 PM Lunch break on your own

2:00 to 3:00 PM 10. Special Interest Session: Going Forward: Regulatory and Legal Issues of Systemness

The session will address the regulatory and legal issues that can be barriers to “systemness,” including board governance, anti-trust issues, medical staff implications, ensuring privacy, as well as the policymaking process. This session will feature panelists who are experts in the fields of health policy, health law, and regulatory affairs.

- Anthony A. Barrueta, Esq, Senior Vice President, Government Relations, Kaiser Permanente
- Douglas A. Hastings, Esq, Chair, Board of Directors, Epstein Becker & Green; Member, Committee on Geographic Variation in Health Care Spending and Promotion of High-Value Care, Institute of Medicine; Past President and Fellow, American Health Lawyers Association
- Tony Clapsis, Professional Staff Member, Senate Committee on Finance
- Moderator: Ronni Solomon, JD, Executive Vice President and General Counsel, ECRI Institute

3:00 to 3:15 PM Q&A

3:15 to 3:30 PM Commentary and Perspectives

- Kenneth W. Kizer, MD, MPH, Distinguished Professor, University of California Davis School of Medicine and Betty Irene Moore School of Nursing; Director, Institute for Population Health Improvement, UC Davis Health System

3:30 to 3:35 PM Closing Remarks

- Jeffrey C. Lerner, PhD, President and Chief Executive Officer, ECRI Institute