Disruptions in Healthcare

Academic Health Centers are Part of the Solution

Steven A. Wartman, MD, PhD, MACP
President/CEO
Association of Academic health Centers

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Academic health centers respond to 21st century challenges
The default reaction to needed changes

“Institutions seek to preserve the problem to which they are the solution.”

- Clay Shirky
Being part of the solution requires

**Being guided by our value propositions**

- Applying knowledge to improve health and well being
- Building the knowledge economy and applying it in patient care
How to be part of the solution

Decide on the best “mission-balance” for the institution

- Emphasize those areas where the institution can make the most difference and greatest contributions
- Budget accordingly
How to be part of the solution

Train health professionals for new roles
How to be part of the solution

Develop methodologies to assess academic and administrative efficiency

• Establish how much an institution is willing to spend to support research and teaching

• Gauge how to account for efficiencies and optimization in these areas

• Determine what is meant by research and education FTEs
How to be part of the solution

Improve interconnectivity within and among institutions

• Shift the operations and leadership of the academic health center from a highly siloed enterprise to an aligned organizational structure

• Develop networked and interconnected consortia with other institutions on a national and international basis
How to be part of the solution

Develop an integrated, interprofessional vision

- Seek to capture the combined power of your components
- Address the barriers to true alignment
- Redesign incentives and rewards
- Create new structures and new positions based on best ideas
How to be part of the solution

Prepare for the era of no more open-ended funding

• Develop methodologies and tools to assess efficiency, especially in those areas chosen for emphasis
  • E.g., Determine what is meant by research, education, and administrative FTEs
• Establish how much an institution is willing to invest in both current and new areas and gauge how to account for optimization
Keep in mind

“Collaboration is the new competition”
How to be part of the solution

Broaden the understanding of what academic health centers do

- Actively incorporate disciplines previously viewed as external (e.g., engineering and business management) as core healthcare disciplines to facilitate health system change
- Shift view of mission from management of individual patients to management of community and population health (locally, regionally, nationally, and globally)
How to be part of the solution

Understand the operational implications of assuming more financial risk for population health

• Risk will be assumed either directly or through networks

• Risk goes beyond the cost and quality of individual procedures
“Risk” demands that we

Increase consideration of the patients’ environment in all mission areas

• Our patients are immersed in an environment dependent on a cascade of social determinants

• The “5,000 hours” issue: Health occurs where our patients:

  **Live** **Learn** **Work** **Play**
Total health, social service expenditures for OECD countries

Source: OECD Health Data 2009 (Accessed June 2009); OECD Social Expenditure Dataset (Accessed Dec 2009); Health and Social Service Spending: Associations with Health Outcomes Article by Elizabeth Bradley, Ph.D., Benjamin Elkins, MPH, Brian Elbel, Ph.D.
1.1.3. Life expectancy at birth and health spending per capita, 2011 (or nearest year)

Ratio of social expenditures to health expenditures

“The ratio of social expenditures to health expenditures was significantly associated with better outcomes in infant mortality, life expectancy and increased potential life years lost…”¹


¹
How to be part of the solution

Increase consideration of the patients’ environment

• Our patients are immersed in an environment dependent on a cascade of social determinants
• Health occurs where our patients
  • Live
  • Learn
  • Work
  • Play
How to be part of the solution

Find the right leaders

• Evaluate leadership skills – not just academic skills - as part of the search process
• Understand and support the qualities of a good leader
• Develop leadership
The key job of the leader: getting people to change their behavior

- Change is great – “as long as it doesn’t apply to me”

- Change should be based on common values and beliefs, not forced from above
The academic health center is well-positioned to respond...if

• It functions as an institution that aligns academics (education of all health professionals and biomedical and clinical research) with the care of patients

• It focuses on the next generation in education, research, and patient care

• It has the transformational leaders to change culture and behavior