



The Dbriefs Health Sciences series presents:

Managing health: Moving from volume to value

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Agenda

Understanding value

Managing the transition

Challenges

Analytics

Leadership

Next steps

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Poll question #1

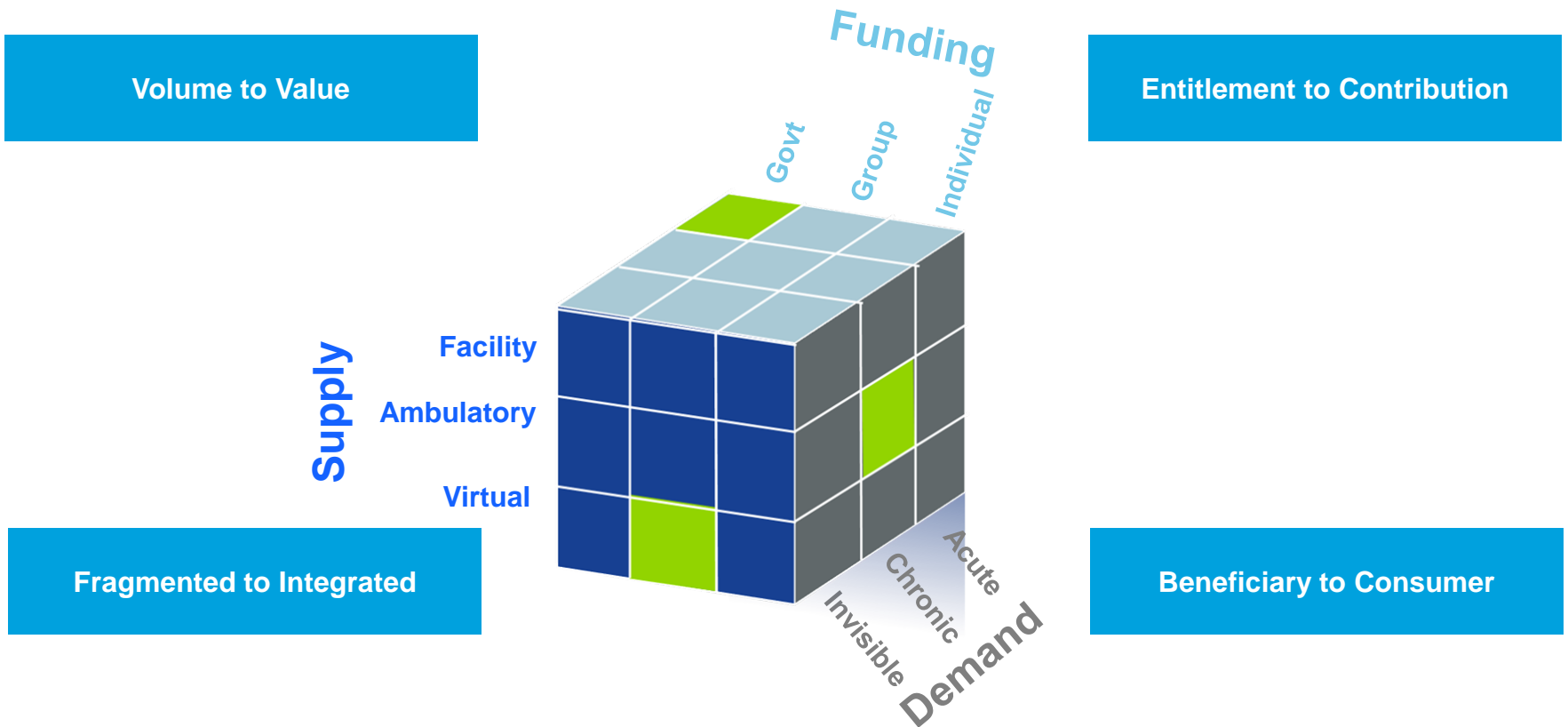
How is the transition to “value” impacting your organization?

- Unclear currently
- Minimally
- Moderately
- Significantly
- N/A

What does “Volume to value” mean?

The fundamental drivers are changing for stakeholders...

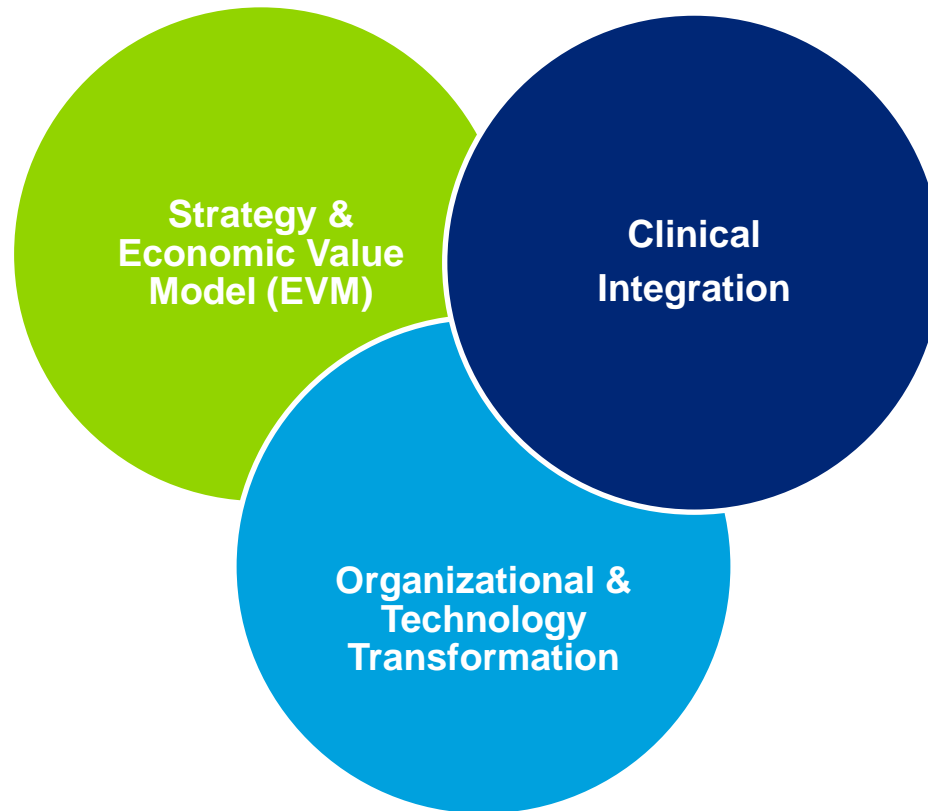
Achievement of goals may now depend on eliminating inefficiencies



(The good news is there is no shortage of inefficiencies)

Critical capabilities

- Platform to take on risk
- Collaboration
- Data



Sustainability

- Shift capacity toward high value assets
- Retiring low value services
- Competitive = Collaborative

Challenge — Managing the transition

- Investing in an emerging market
- Managing a declining market
- Dealing with changing consumer demands

Poll question #2

Which element poses the biggest challenge to value-based care?

- Clinical integration
- Organizational transformation
- Technology transformation
- Economic model

Drivers for stakeholders

- Market leaders
- Margin pressure
- Reaction to market
 - HCR
 - Consolidation
- Content versus capability?

Current actions

Defending volume

- Consolidation
- Physician acquisition
- Narrow networks
- Centralizing data

Embracing value

- High performing networks
- Business intelligence & competing analytics
- Management Services Organizations (MSO)

Competing on analytics

Business analytics turns gut decisions into informed decisions. It's pushing many organizations into a whole new world of uncommon insights.

In this new world, organizations are likely to make better, faster decisions by integrating capabilities in data management, statistics, technology, automation, change management, and governance.

THE OLD WAY: LIMITED

Many organizations have been capturing and analyzing data for years, whether from financial reports or customer feedback forums.

Organizations often depend on internal databases and spreadsheets, so information stays closed. These silos can limit the insights that organizations can glean from their data.

Organizations that begin to focus on business analytics can experience great benefits. But crossing the divide requires a new mindset. Organizations must be willing to share information freely. They must be willing to work with the data they have, even if it's less than perfect. And they should also recognize that using data from outside sources is apt to yield greater and more significant results.

Crossing over the "divide" requires

Many nimble organizations will embrace these current factors to enhance their business performance.

THE NEW WAY: LIMITLESS

Many organizations that excel in today's competitive environment base their decisions on quality information and analysis.

They start by asking "crunchy" questions about the toughest business issues they face.

By using detailed information from diverse sources to answer these questions, organizations can gain insight—and foresight—that can propel them to the desired results.

the will to build a better business.

Source: 9886 Deloitte Business Analytics © September 20, 2011. ThoughtFormDesign.com

New style of physician leadership

- Distributed models
- Clinical teams
- Transparency
- New structures and governance

Barriers

- Brand permission
- Capabilities and capital
- Protecting the core
- Fragmentation
- Awareness and understanding

Poll question #3

What is driving your transition to value-based care?

- Innovation
- Margin pressures
- Competitive marketplace
- Healthcare reform
- Other or N/A

What now?

- Understand your market
 - Rate of change
 - Shifts in demand
- Create/identify a platform to develop and attract specific assets and capabilities
- Investments in future demand

Overlooked

- The rules are different
- The three specific capabilities do not exist in the market today
- It is not about getting into the insurance business
- It is not about improving things, it is about doing them differently
- Care may be defined way beyond encounters
- Analytics capabilities may be more important than current IP
- Data should flow/be liquid — “data liberation”
- Claims and clinical data are not enough — integrated data
- Identify early stage opportunities, balancing risk, data, capabilities
- Leadership is important (and scarce)

Poll question #4

When will value predominate in your market?

- It's already happening
- 1-3 years
- 4-7 years
- Never

Question and answer

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