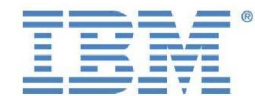
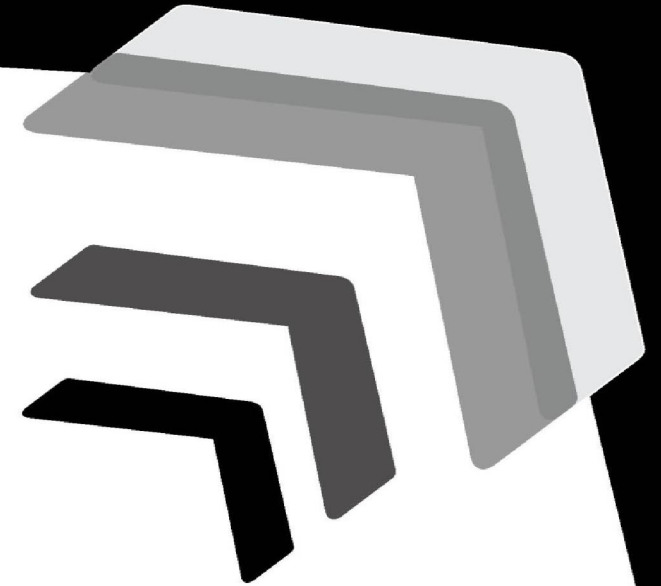


 #kfannual2015

Whole health system redesign in Southcentral, Alaska - a model for the MCP and PACS Vanguard

- **Dr Justin Whatling**, Senior Director Strategic Consulting, Population Health, Cerner Corporation
- **Ben Collins**, Project Director, The King's Fund

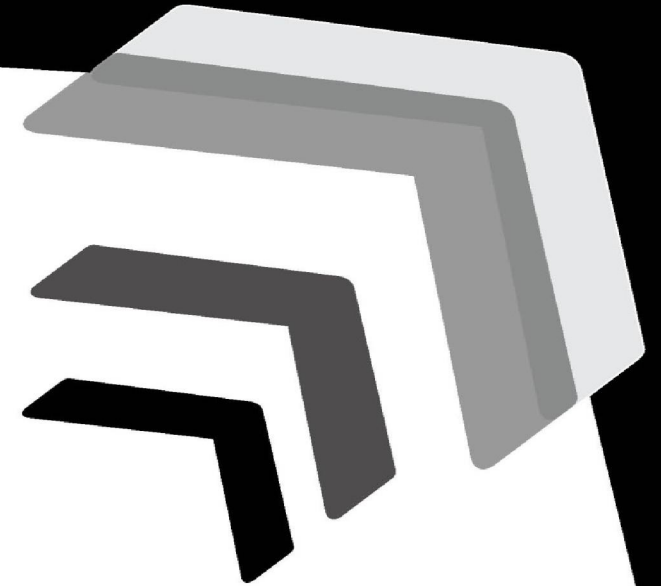


Intentional Whole Health System Redesign

Southcentral Foundation's
'Nuka' System of Care

*"I think it's the leading example of healthcare
redesign in the United States, maybe the world"*

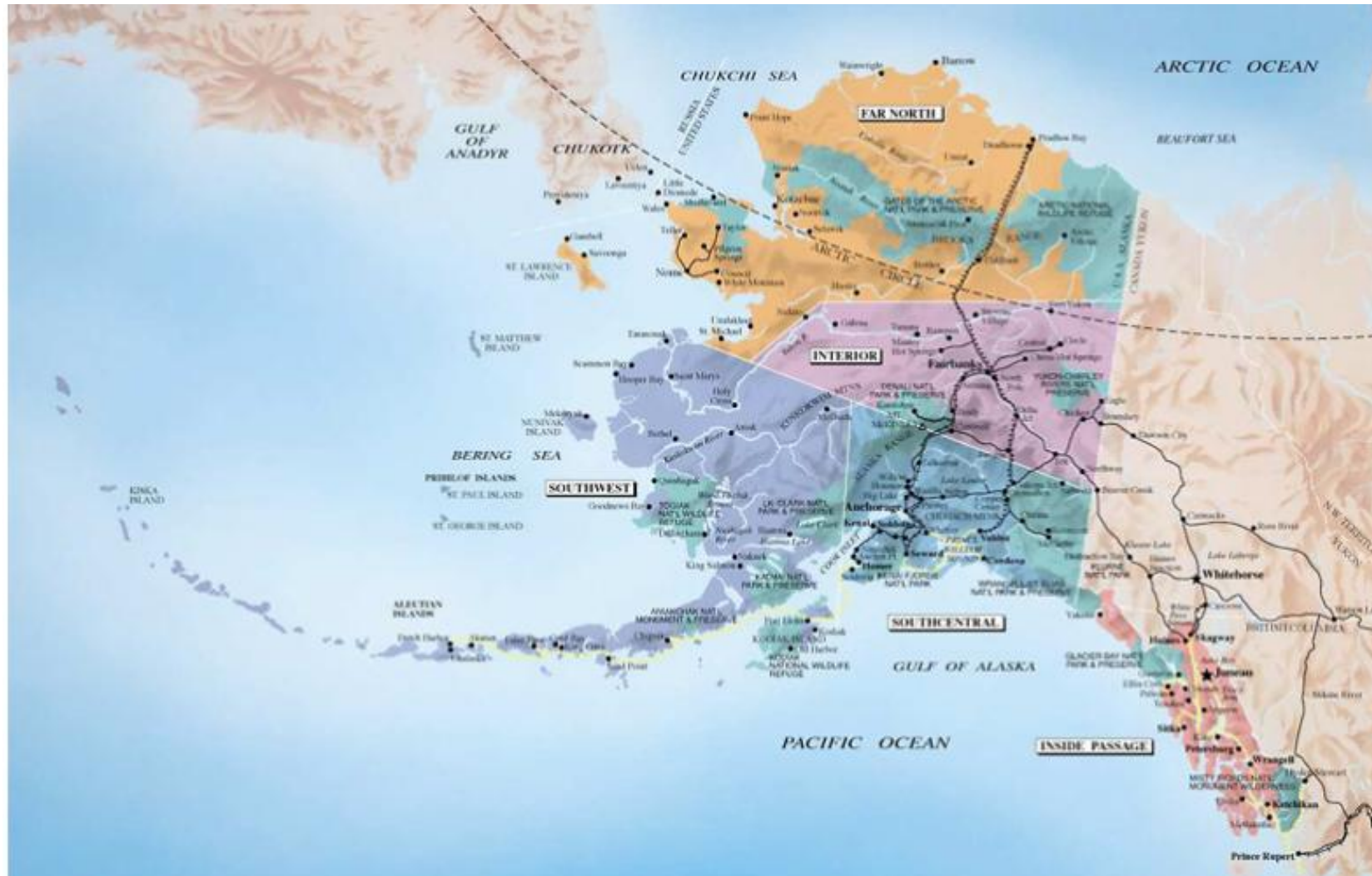
Don Berwick, Founding CEO, Institute for Healthcare Improvement



Outline

- Southcentral's improvement journey
- The role of vision, principles and values
- Southcentral's service model
- Integration with hospital services
- Supporting systems, processes and infrastructure
- Reflections for the English NHS

A snapshot of Southcentral Foundation (1)



A snapshot of Southcentral Foundation (2)

- Not-for-profit with a social purpose to provide health services for Alaska Natives and American Indians
- An organisation of c. 1,600 staff
- Delivers full range of primary and community services including primary care, paediatrics, dentistry, optometry and mental health programmes
- Co-owns and co-manages hospital services with the primary and community providers for Alaska Native people in other regions
- Funding of c. \$4000 per capita per year from a federal grant, Medicare and Medicaid, private insurance and donations

Southcentral's improvement journey (1)



Southcentral's improvement journey (2)

1982	Cook Inlet Region Inc, establishes Southcentral
80s – early 90s	Southcentral takes on a range of smaller services
1998	Southcentral takes on primary care, paediatrics, maternity
1999	Southcentral assumes co-ownership of local hospital
Mid to late 90s	Broad engagement with the community
Late 1990s	Development of vision, goals and operating model
2000s	Expansion and re-modelling of facilities
2000s – 2010s	Substantial investment in supporting infrastructure

Vision, values and corporate goals

Vision

A Native Community that enjoys physical, mental, emotional and spiritual wellness.

Mission

Working together with the Native Community to achieve wellness through health and related services

Core Concepts

Work together in relationships to learn and grow.

Encourage understanding.

Listen with an open mind.

Laugh and enjoy humor throughout the day.

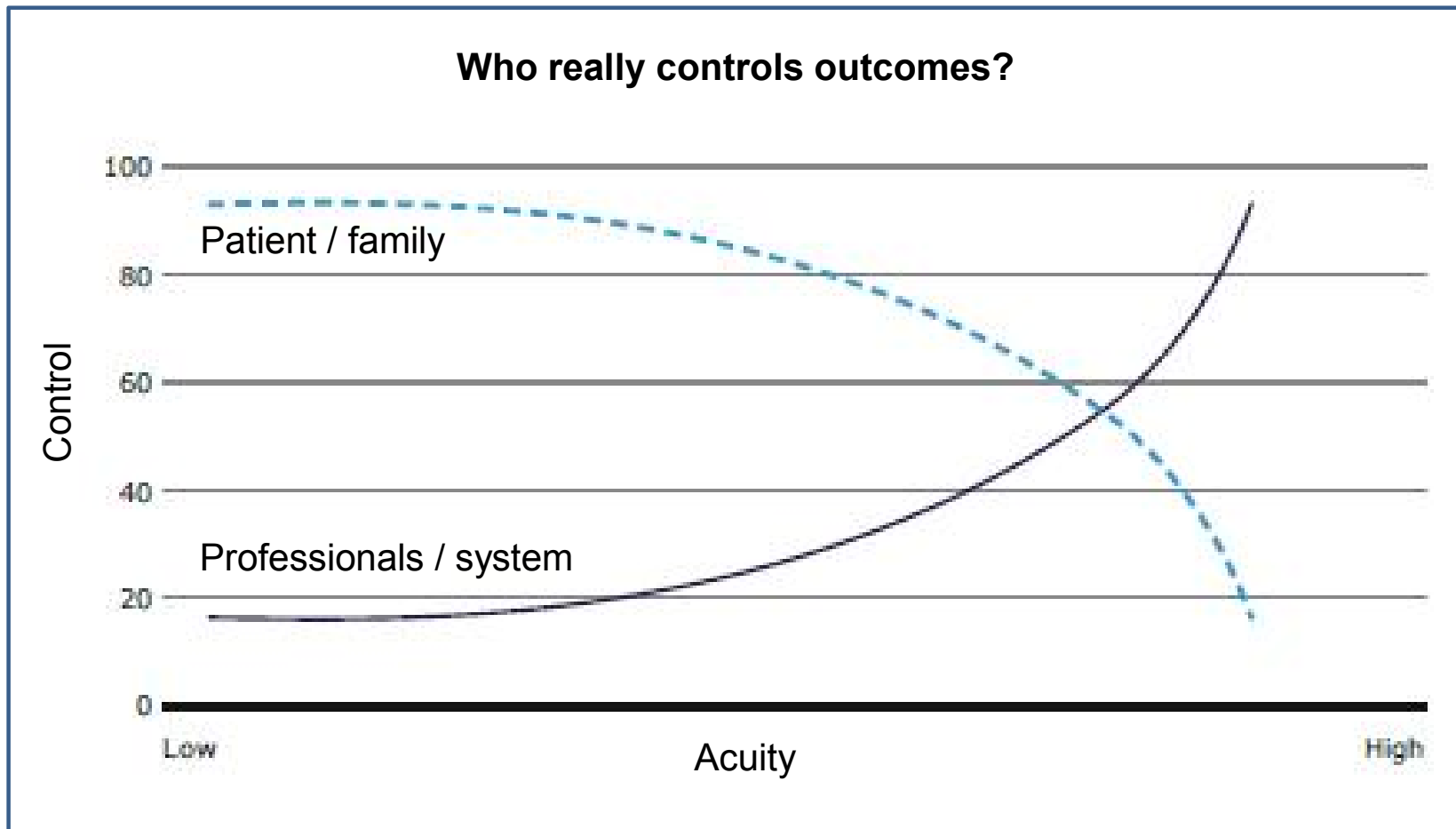
Notice the dignity and value of ourselves and others.

Engage others with compassion.

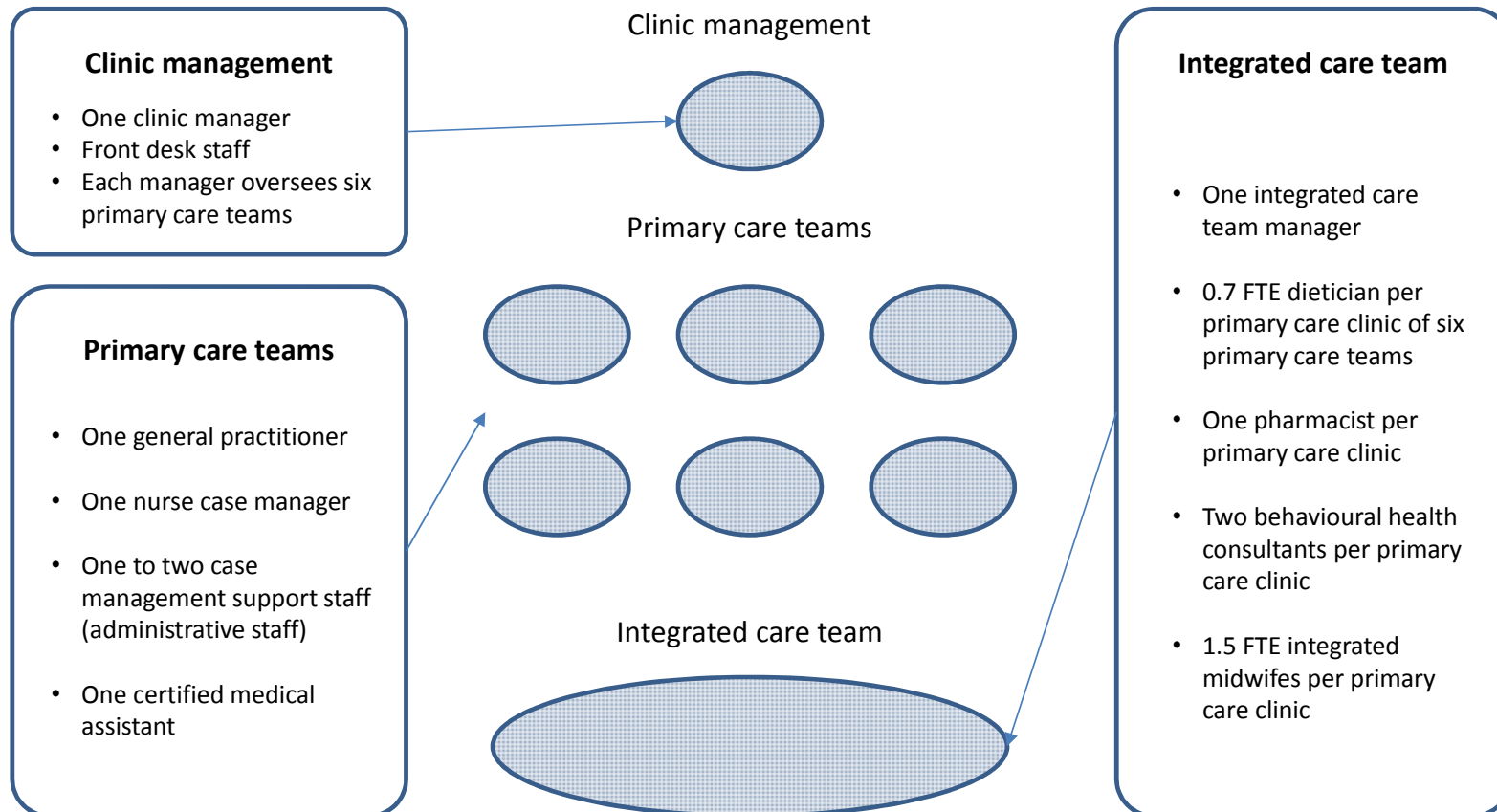
Share our stories and our hearts.

Strive to honor and respect ourselves and others.

Southcentral's 'eureka moment'



Multi-disciplinary primary care teams (1)



Multi-disciplinary primary care teams (2)



Key features of the primary care model

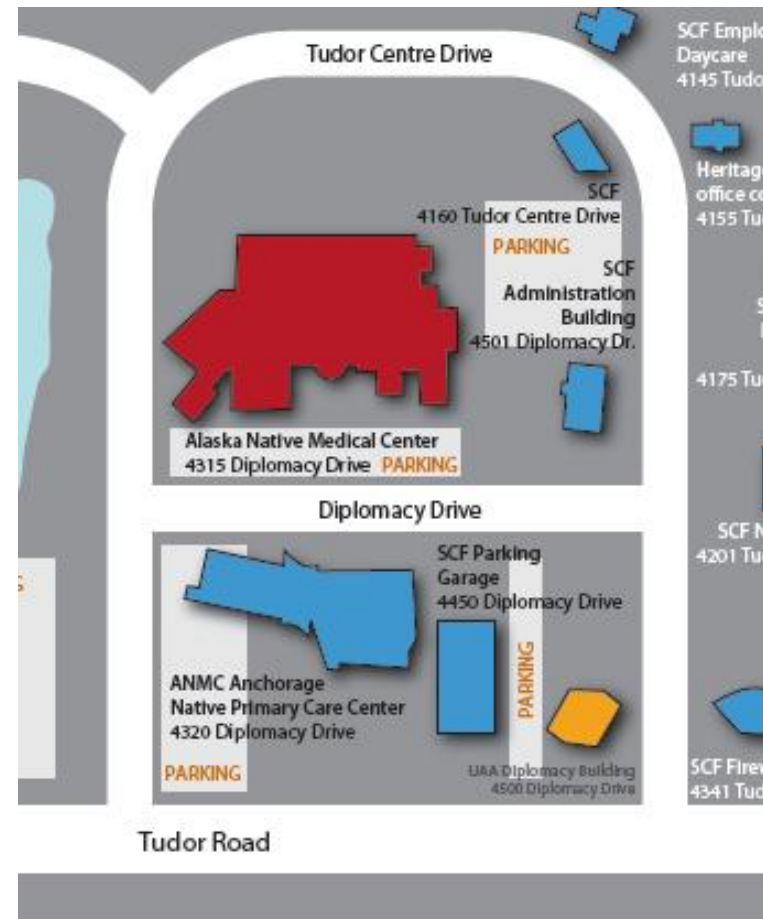
- Enables small primary care teams to develop meaningful relationships with individuals and families and provide holistic, whole person care
- Doctors and nurses operate 'at the top of their licence', with doctors handing tasks to nurses, and nurses to assistants and administrators
- Circumvents the general practitioner as the bottleneck that limits throughput in a primary care clinic
- Small teams are fully responsible – and can be held fully accountable – for care of people on their panels

A 'place-based system of care' (1)

- Southcentral and other primary care providers co-own local hospital for Alaska native people
- Southcentral, other primary care providers and tribal representatives constitute the board of the hospital and make strategic decisions
- Both Southcentral and the hospital receive block grants rather than fee for service, so there is no incentive to increase activity or retain it in costly settings
- Simple arrangements for pooling and sharing revenues, with hospital retaining 72% and primary care 28% of their combined revenues.
- Since the hospital generates more than 72% of their combined revenue, this gradually shifts resources from the hospital system to primary care.

A 'place-based system of care' (2)

- Strong relationships between GPs and hospital specialists
- GPs phone hospital for rapid consultations rather than referrals
- If hospital doctors respond in 5 minutes they can avoid referrals
- Hospital specialists spend more time supporting primary care
- Referrals to hospital specialists fell by 60% from 2000 to 2009
- Numbers of hospital specialists and hospital beds constant.

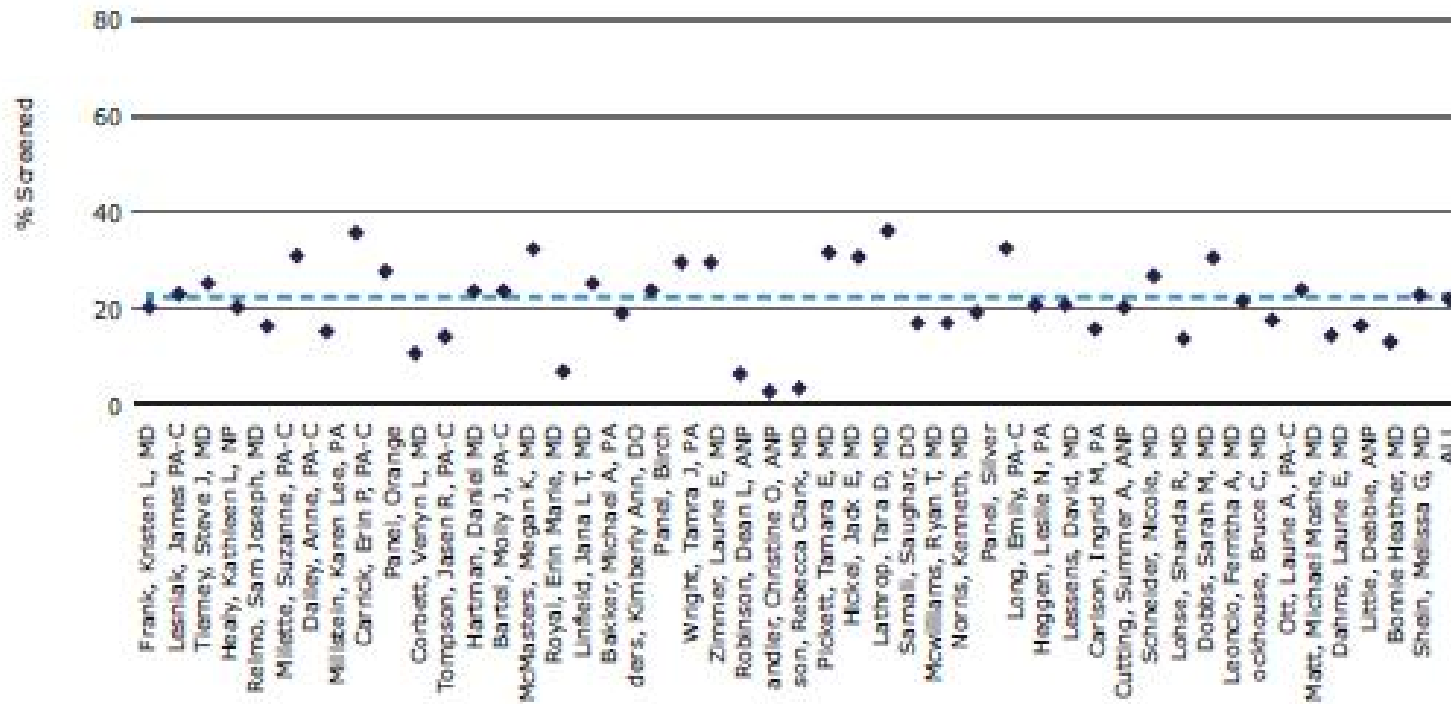


Data, analytics and benchmarking (1)

PROVIDER: Leonicio, Ferritha A, MD		Customers in Panel: 973		HEDIS Percentile Benchmarks			
HEDIS Measure Name	Provider Score	Below 50th	50th - 74th	75th - 90th	90th or Above	Measure Denominator	SCF Score
Screening - Breast Cancer	73.2	<57.42	57.42	65.12	71.35	112	65.80
Screening - Cervical Cancer	79.7	<66.38	66.38	71.91	76.64	349	71.20
Screening - Colorectal Cancer	71.8	<64.36	64.36	69.65	74.39	149	64.00
Condition Management - Diabetes Annual HbA1c	93.1	<83.87	83.87	87.59	91.73	29	92.90
Condition Management - Pediatric Diabetes Poor Control	13.8	>44.77	44.77	36.52	30.28	29	21.60
Condition Management - Diabetes LDL <100mg/dL	48.3	>33.94	33.94	40.39	45.59	29	46.40

Data, analytics and benchmarking (2)

Comparison chart for primary care teams:
Percentage of teams' diabetes patients with poor Ha1c control

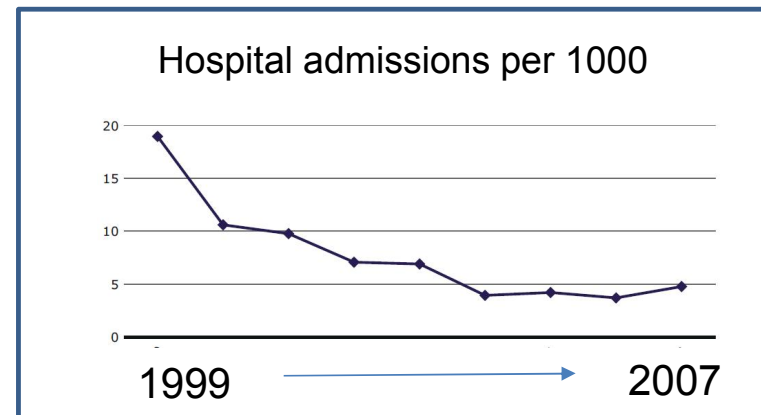
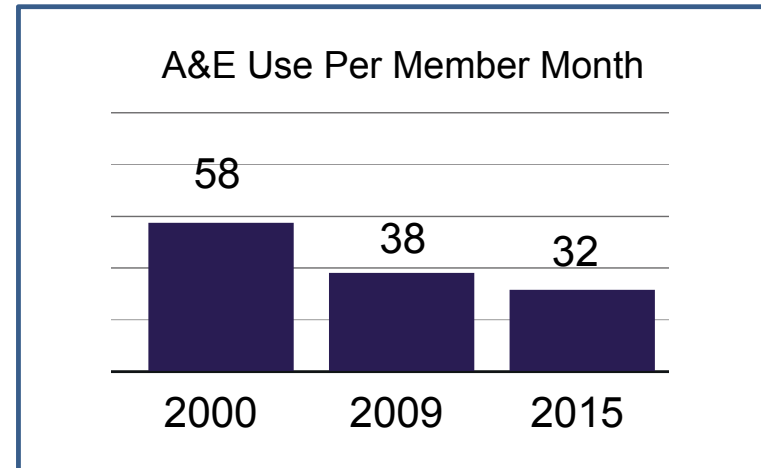


Innovative human resource practices

- Behavioural interviewing based on workforce competencies
- Forward-looking, committee-based recruitment
- Career ladders to support progression and address workforce shortages
- In-house training that supports Southcentral's ways of working and operating model
- Growing leaders from within
- Creating a common language

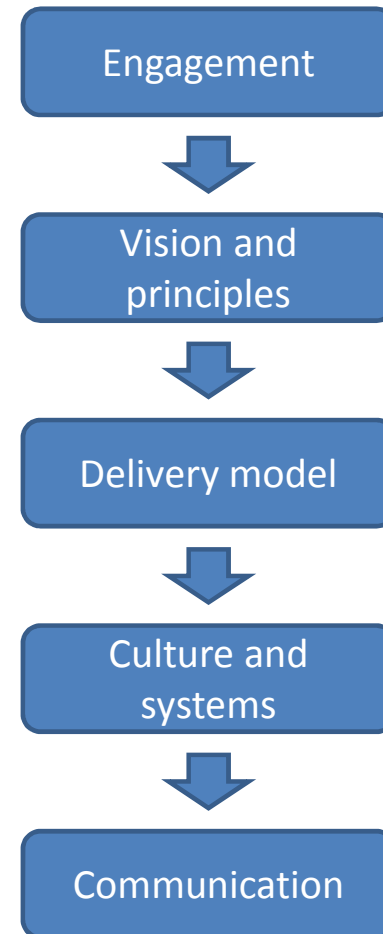
Outcomes for patients and staff

- Four week waits to same day access and 36% fewer GP visits
- Outcomes in 90th or 95th percentile
- 45% reduction in A&E / urgent care centre attendance
- Over 60% reduction in referrals to hospital specialists
- Customer satisfaction at 95%
- 96% of customers agreed they were involved in decisions
- Employee satisfaction over 90%



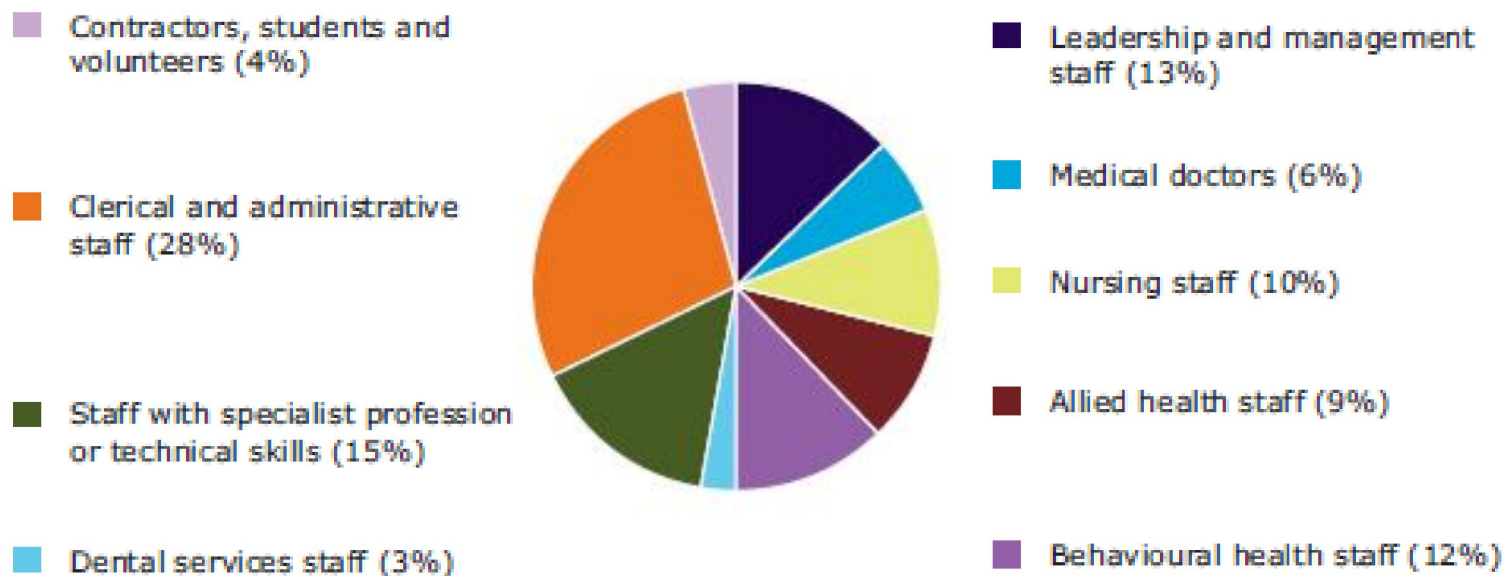
Reflections for English NHS (1)

- Reform 'from within'
- Intentional whole system redesign
- A consistent and coherent operating model
- Role of vision and values – and investments needed to develop them
- Sustained effort across multiple dimensions



Reflections for English NHS (2)

Breakdown of Southcentral's c. 1600 staff



Intentional Whole Health System Redesign

Southcentral Foundation's
'Nuka' System of Care

Case study available at:

<http://www.kingsfund.org.uk/publications>

