



Achieving Strategic Results

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Chief Learning & Innovation Officer
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Overview of the Presentation

1. Bellin Health
2. Where are we today
3. Why is it so hard
4. What can we do

Bellin Health - Mission Statement

Bellin Health is a community-owned not-for-profit organization responsible for the physical and emotional health of people living in Northeast Wisconsin and the Upper Peninsula of Michigan.

Directly, and in partnership with communities, employers, schools, and government officials, we guide individuals and families in their lifelong journey toward optimal health. We are committed to providing safe, reliable, cost-effective total health solutions with respect and compassion. Our innovative work will impact healthcare delivery in our region, as well as throughout the world.



Vision Statement

The people in our region will be the healthiest in the nation.



Strategic Objectives

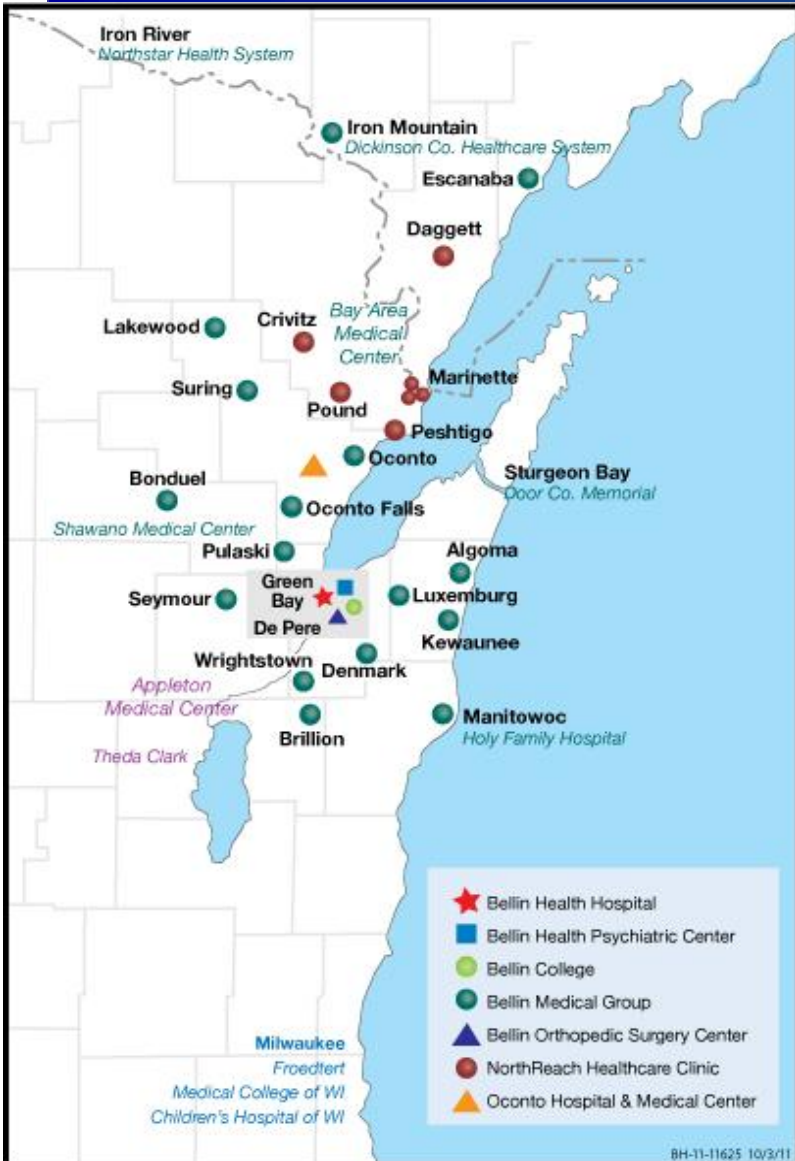
Objective 1: Patient, Family & Customer-Centered Organization

Objective 2: Engaged Staff and Partners

Objective 3: Improved Health of the Population

Objective 4: Growth & Prosperity

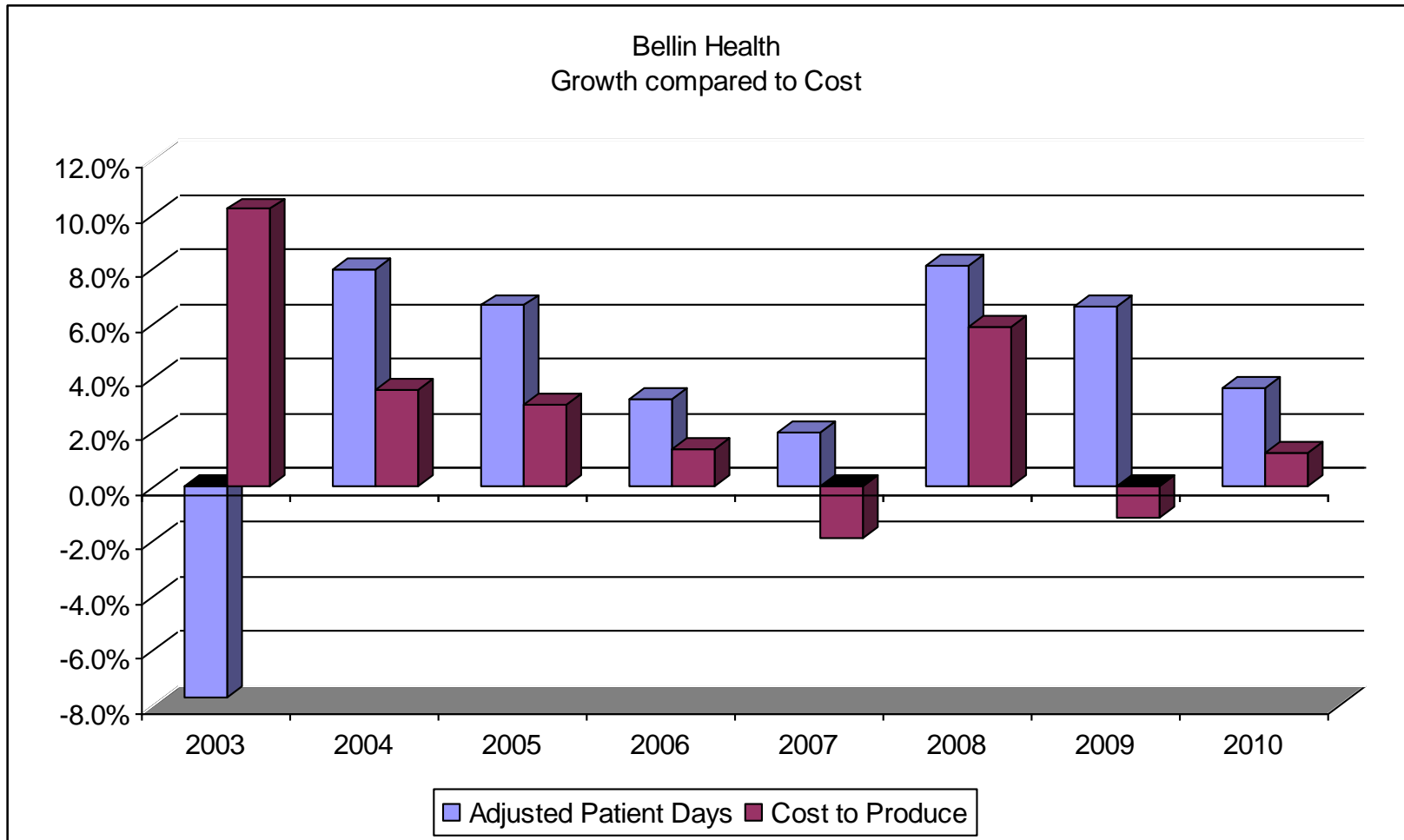
Bellin Health Overview



Serving a market of 600,000 people

- **Bellin Hospital**, a 220-bed community hospital with proven excellence in heart and vascular care; orthopedics and sports medicine; family programs and services; and minimally invasive procedures including robotic surgery
- **Oconto Hospital & Medical Center**, a critical-access hospital in Oconto
- **Bellin Medical Group**, a 93-member primary care group with 34 clinic sites and proven excellence in disease management and wellness care
- **Physician Partners, Ltd**, more than 170 independent specialty physicians
- **NorthReach**, a 26-member primary care group managed in partnership with Bay Area Medical Center in Marinette
- **Bellin Orthopedic Surgery Center**, an ambulatory orthopedic surgery center merged in partnership with a local orthopedic physician practice
- **Bellin Psychiatric Center**, a dominant provider of in- and outpatient behavioral health services
- **Bellin College** with baccalaureate and masters degree programs to educate and train nurses and radiologic technologists
- **Unity Hospice**, providing hospice and palliative care services

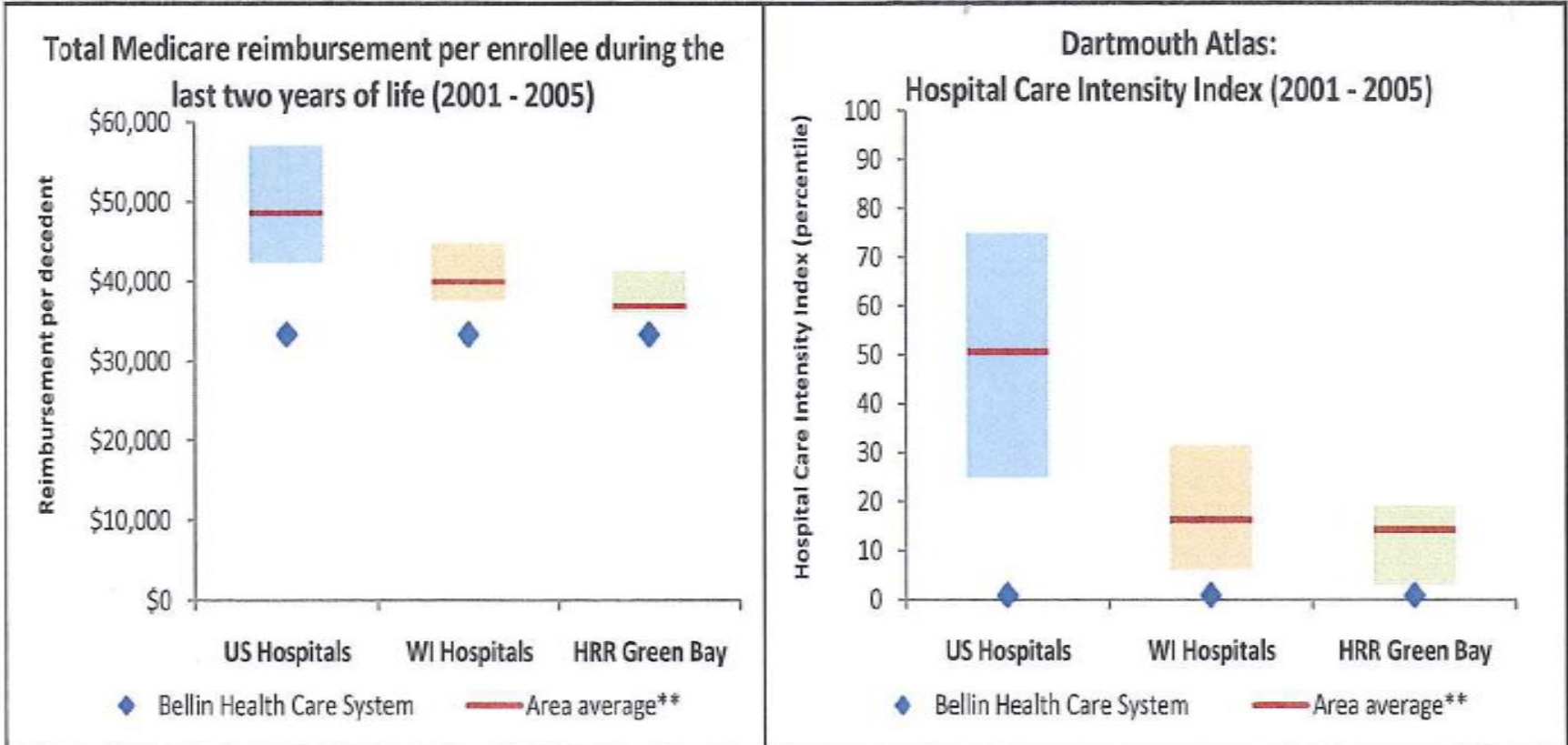
Volumes and Cost



Cost

Cost

Hospital Care Intensity Index

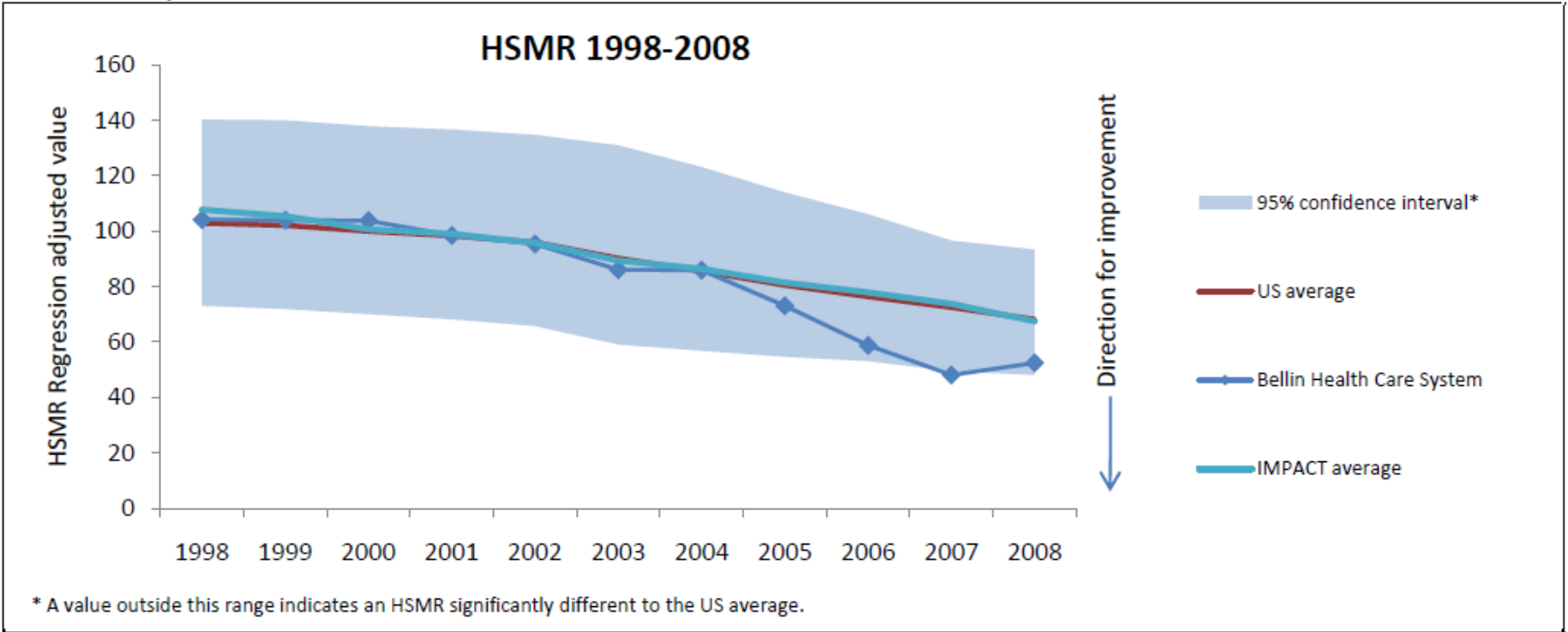


**The boxes show the average (median), 25th and 75th percentiles for each area.

Source: Dartmouth Atlas

Mortality Rate

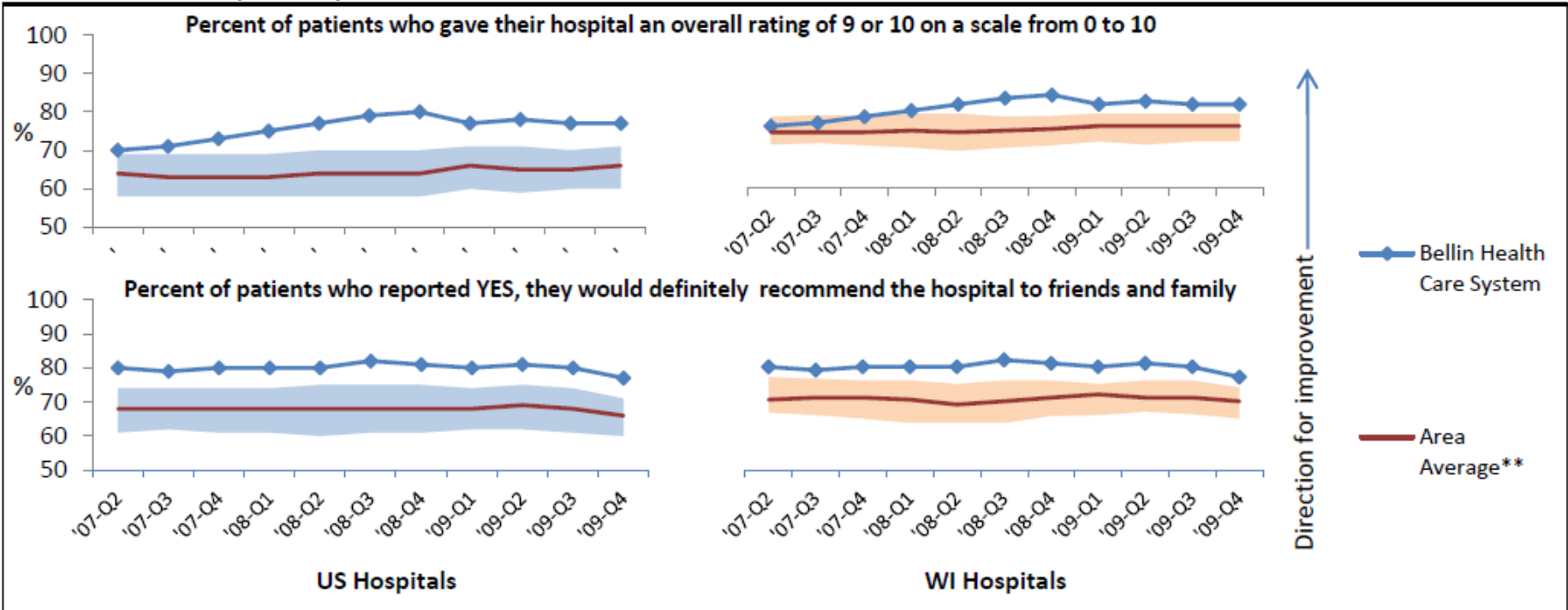
Clinical Quality



Source: www.IHI.org. The Hospital Standardized Mortality Ratio (HSMR) is provided to the Institute of Health Care Improvement (IHI) by Professor Sir Brian Jarman, Imperial College, London, and Dr. Foster.

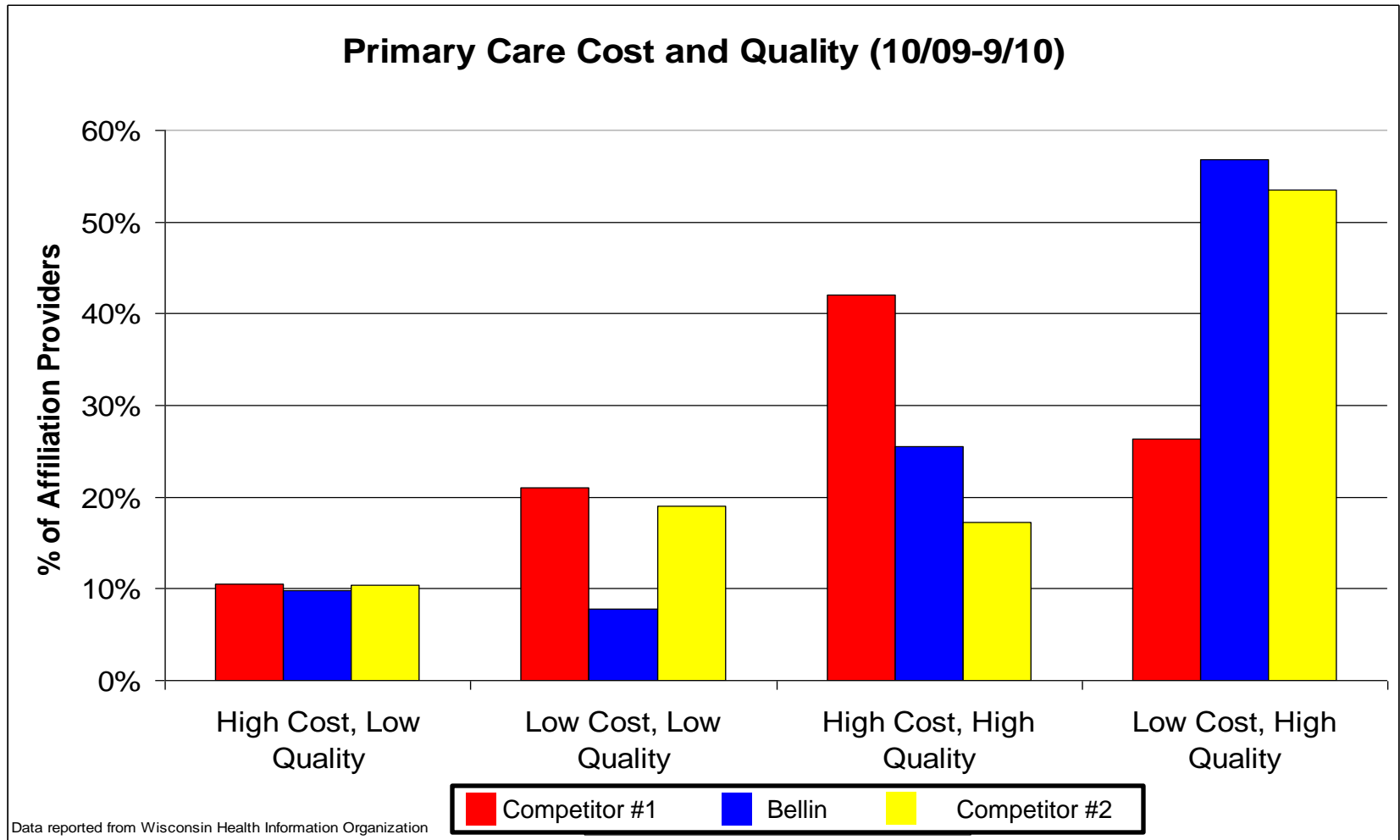
Patient Satisfaction

Patient Satisfaction (HCAHPS)

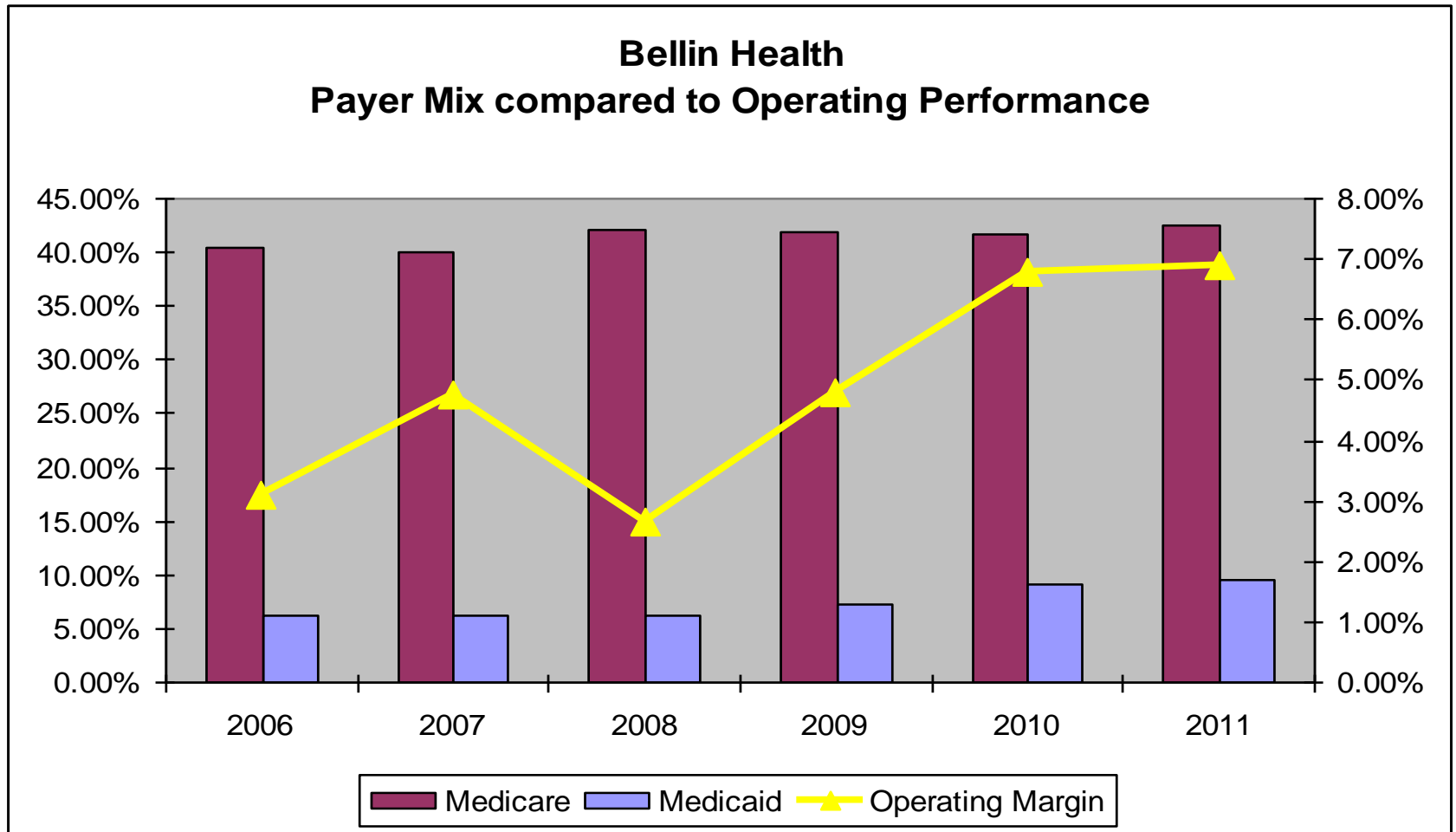


Source: The Hospital Care Quality Information from the Consumer Perspective survey data is taken from the CMS Hospital Compare web site (www.hospitalcompare.hhs.gov).

Primary Care Quality and Cost



Quality Matters



Health Care At A Crossroads

A great chasm to cross but many not capable of making the journey.



The Current Situation

- Pressuring mounting . . . for something
- Positioning of many for something different
- Many “waiting to see”
- Trouble brewing

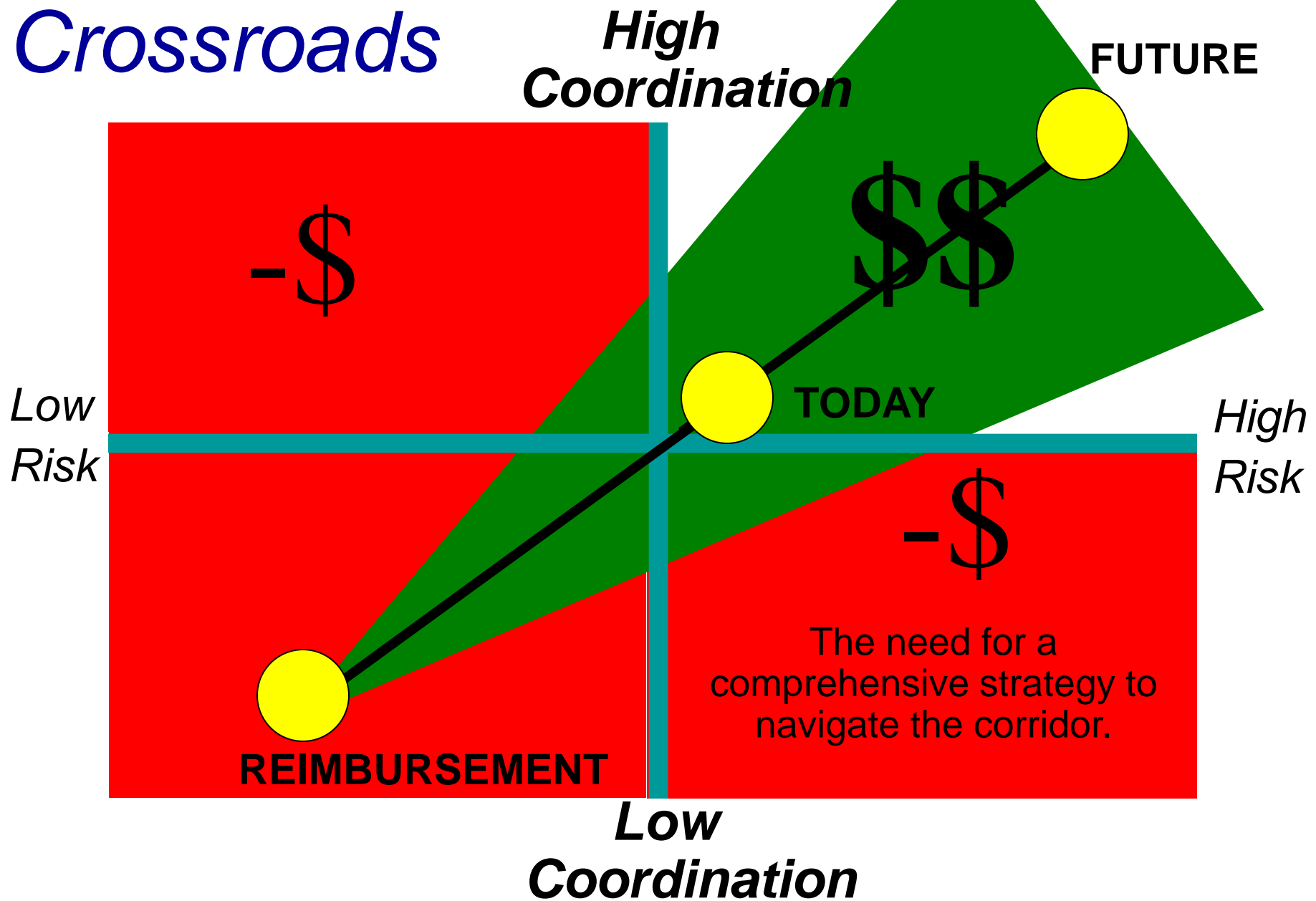
The Chasm to Cross

What is on the Minds of Senior Leaders

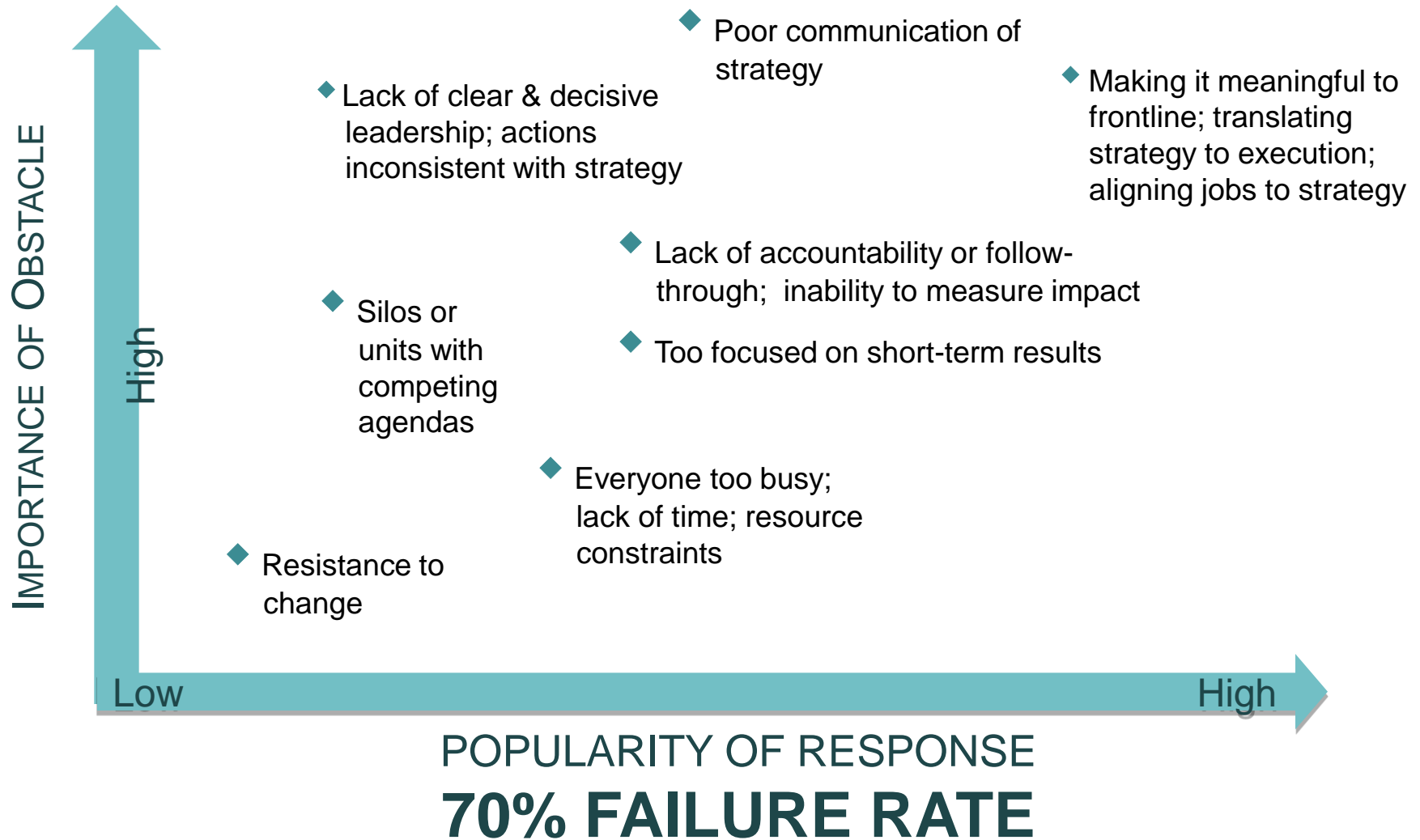
1. How will I prioritize the various cost and quality imperatives my organization will need to accomplish to thrive?
2. How will I reach beyond the walls of my organization. To public health authorities, non profit groups and others, and engage these key community partners in helping to improve the health of patient population my organization serves.
3. How will I move my organization toward true clinician alignment and integrated care delivery?
4. What does “accountable care” mean for my organization? Are market reform forces moving toward population health broadly, or should we focus on creating integrated care models for certain populations?
5. How will I effectively lead my organization through the transition from volume based payment model we operate under now to the value based payment model that is coming?

Huron Healthcare Report

Healthcare at a Crossroads



Capabilities to Make the Journey Obstacles to Executing Strategy



The Path Forward



Building organizations
that are capable of
aligning, deploying and
executing strategy.

Assessment

Strategic Clarity & Production System Design

	Not Developed				Fully Developed
STRATEGIC CLARITY					
High level specifications for the production system defined	1	2	3	4	5
Clear aims (1-5 years) cascaded to organization	1	2	3	4	5
Clear value proposition for customers	1	2	3	4	5
Organizational energy alignment	1	2	3	4	5
Organization wide clarity on strategic intent and direction	1	2	3	4	5
PRODUCTION SYSTEM DESIGN					
Individual plan	1	2	3	4	5
Unit / team	1	2	3	4	5
Product across the continuum plan	1	2	3	4	5
Functional / operational area plan	1	2	3	4	5
Large scale commonality plan	1	2	3	4	5
TOTAL					

Assessment

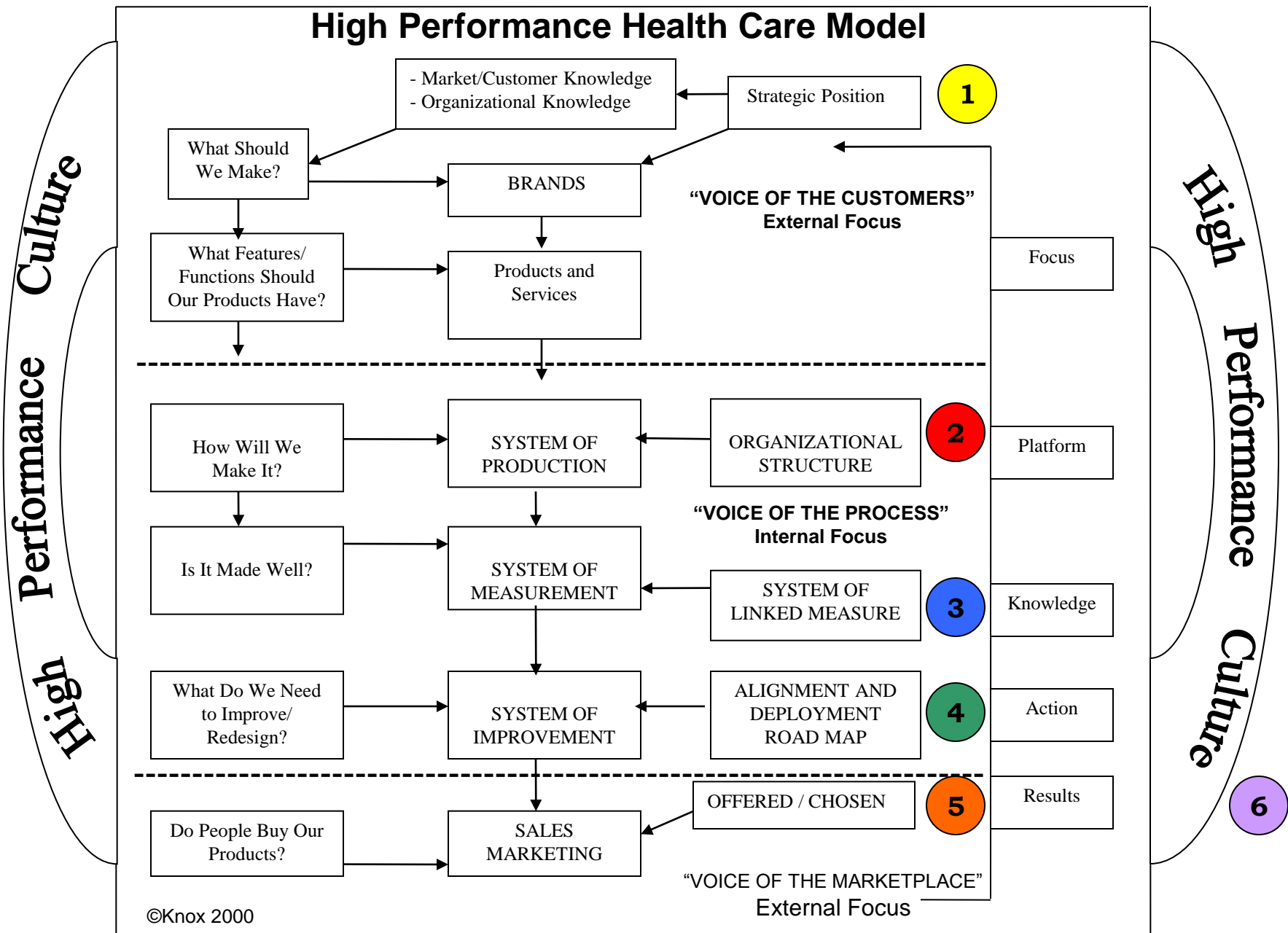
Measurement System & Performance Improvement Design

	Not Developed				Fully Developed
MEASUREMENT SYSTEM DESIGN					
Large scale commonality measurement system	1	2	3	4	5
Product across the continuum measurement system	1	2	3	4	5
Functional / operational measurement system	1	2	3	4	5
Unit / team measurement system	1	2	3	4	5
Individual measurement system	1	2	3	4	5
PERFORMANCE IMPROVEMENT DESIGN					
Managing quality control	1	2	3	4	5
Driving innovation	1	2	3	4	5
Rhythm and discipline	1	2	3	4	5
Consistent and standardized methods & tools	1	2	3	4	5
Managing to the “Sweet Spot” – Maximizing organization energy	1	2	3	4	5
TOTAL					

Assessment

Marketing/Sales Alignment & Cultural Alignment

	Not Developed				Fully Developed
MARKETING/SALES ALIGNMENT					
Leveraging production system capabilities	1	2	3	4	5
Targeted at "Permission to Believe"	1	2	3	4	5
Customer relationships	1	2	3	4	5
Positioning brand in market	1	2	3	4	5
Measuring ROI	1	2	3	4	5
CULTURAL ALIGNMENT					
Organizational health platform development	1	2	3	4	5
Organizational performance platform development	1	2	3	4	5
Alignment of internal/external partners	1	2	3	4	5
Measuring ROI	1	2	3	4	5
Culture aligned with Mission	1	2	3	4	5
TOTAL					



1

The Strategic Dimension

1

The Role of Strategic Clarity

VISIONS AND TARGETS

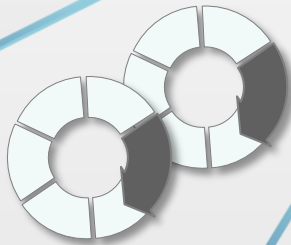
2015



High Level Specifications for Production System



Nurturing the Organization



Clear Aims Cascaded to Organization
1 - 3 - 5 yr

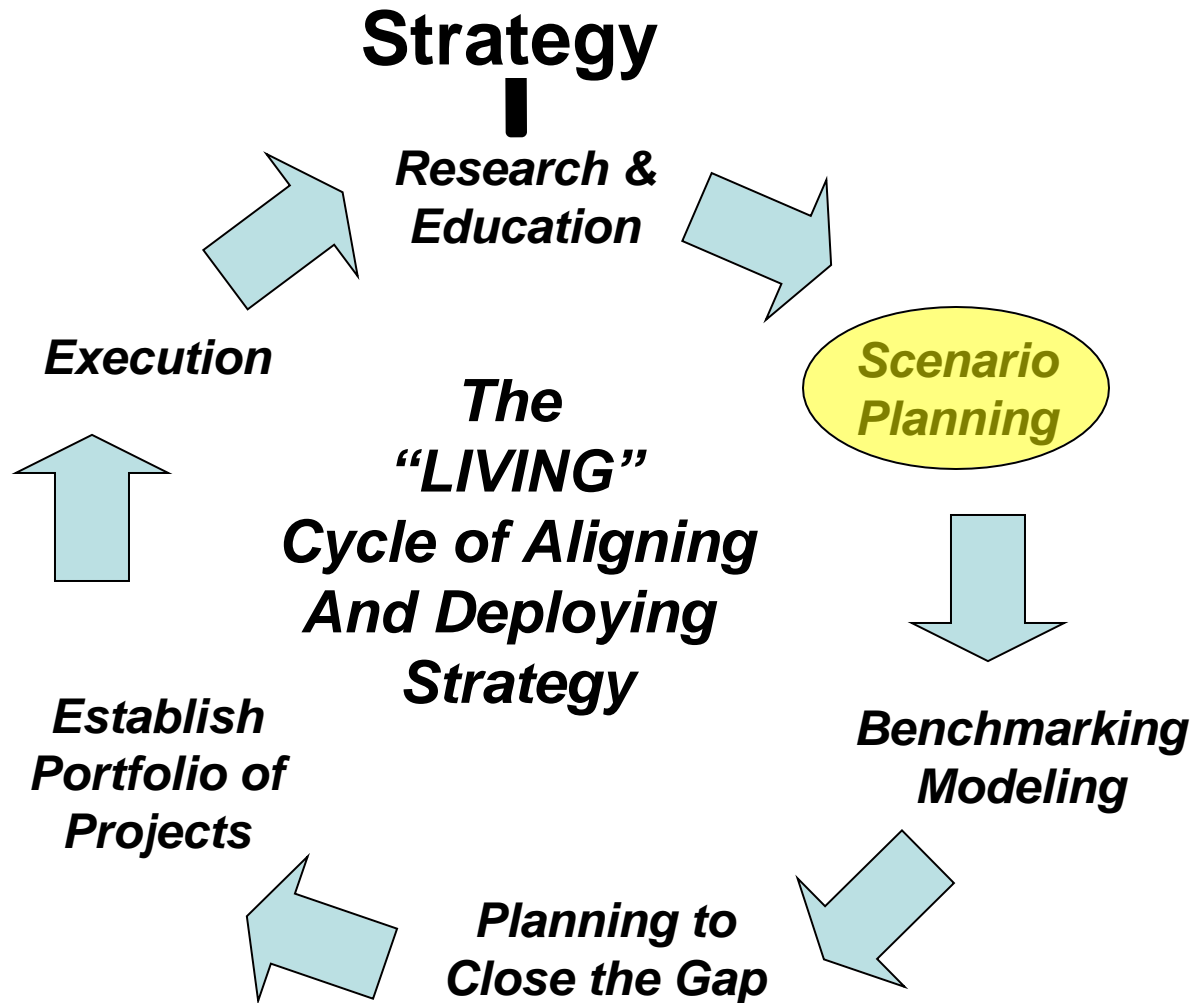


Value Proposition to Customers



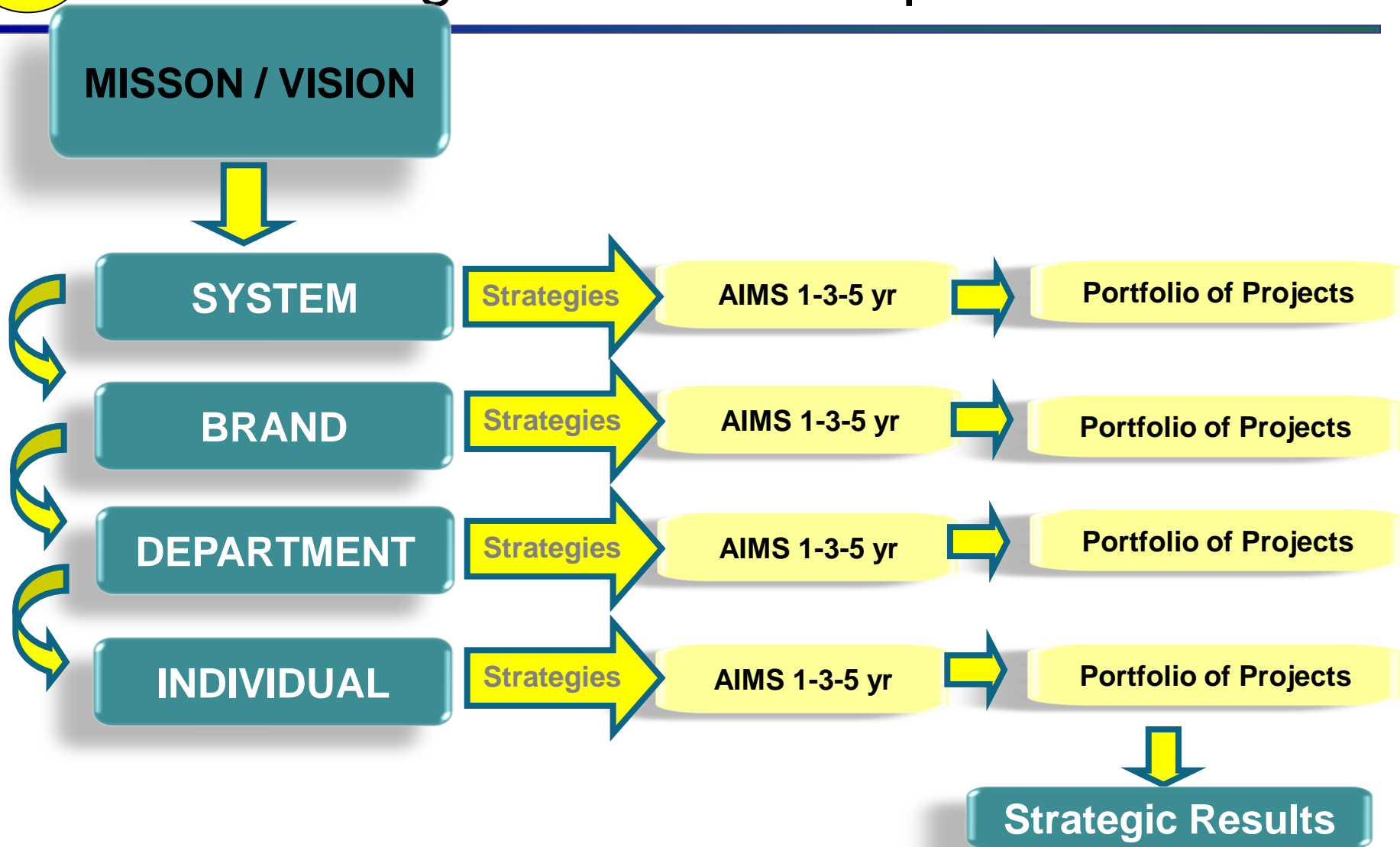
Aligning Energy

1 Process for Strategy Alignment



Strategic Alignment and Deployment

1 Cascading of Aims and Improvement



1

Proposed Scorecard Population Health 2012

PROPOSED SCORECARD POULATION HEALTH 2012
BELLIN HEALTH

Risk Adjusted Mortality	1.31	.99 2012 .95 2014 .90 2016	Ed M	Established	Per Statit definition
BMG Panel Health Index	N/A	100% top 3 2012 100% top 1 or 2 2013 TBD 2014 and beyond	Amy D	Establish Baseline	% ranking WCHQ database Numerator: # rankings at target Denominator: Number of rankings
BMH core Measures Index	93.5	95% 2012 91% 2014* 99% 2016*	Andrea W	Established	Per Statit definition *Because Core Measures change, re-adjustment will be likely
Days Between Serious Patient Events	189	60d 2012 Prev. Harm 2013+	Laura H	Established	Per Statit 2012 +New metric on preventable harm for 2013
Employer HRA Scores Overall	75.2	75.7 2012 76.7 2014 77.7 2016	Randy V	Established	Per Statit definition Improve .5 per year
Community Population Health Measure	N/A	TBD	Jacquelyn H	TBD	Operational Definition 2012 Metrics and targets 2013 and beyond
Measure of a Connected Experience	N/A	TBD	Jacquelyn H	In Development	Operational Definition 2012 Metrics and targets 2013 and beyond

The Role of the Production System

Design and deliver to specifications

2

Platform Planning

Collection of assets that are shared by a set of products:

- Components
- Processes
- Knowledge
- People and relationships

Robertson/Ulrich



Three Information Management Tools

The Product Plan

The Differentiation Plan

The Commonality Plan

Robertson/Ulrich

2

Balancing Commonality and Distinctiveness

- Customers care about distinctiveness; costs are driven by commonality.
- Closely meeting the needs of different market segments requires distinctive products.
- At the same time, the cost of a firm's internal operations is largely driven by the level of parts held in common among a collection of products and is not directly related to how distinctive those products are in the marketplace.

Sloan Management Review Summer 1998

2

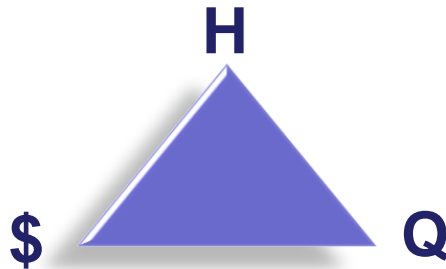
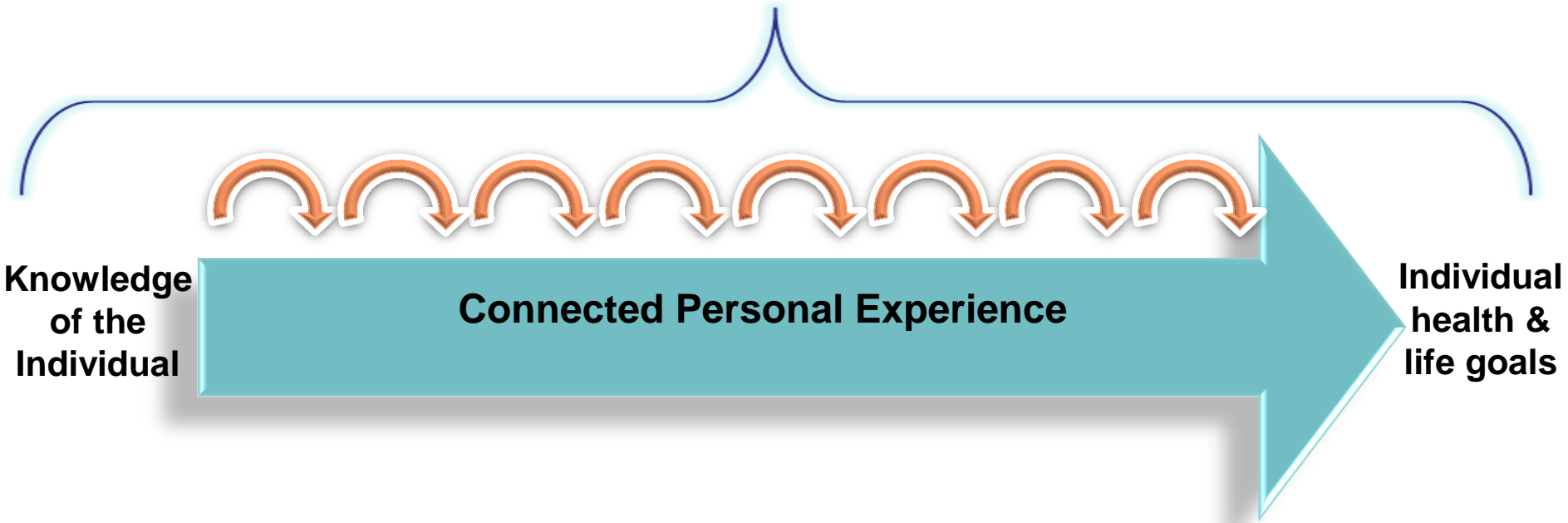
Anatomy of the Production System

Five views of the Production System

1. Individual contributor
2. Unit / team
3. Product across the continuum
4. Functional / operational area
5. Large scale commonality

2

The Production System



2

The Production System

1

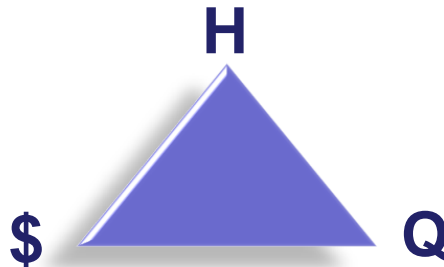
Individual Contributor



Knowledge of the Individual

Collective Personal Experience

Individual Health & Life Goals

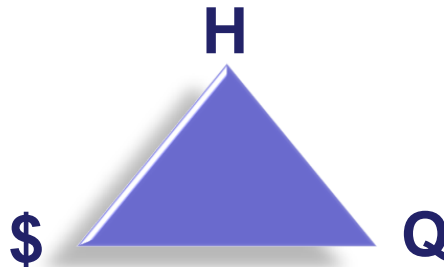
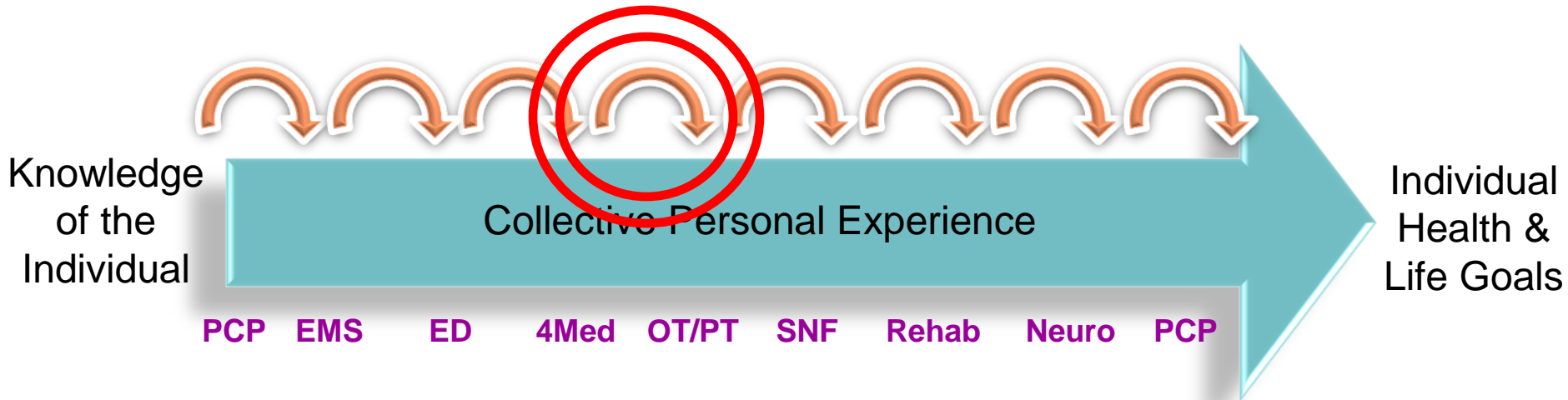


2

The Production System

2

Unit / Team

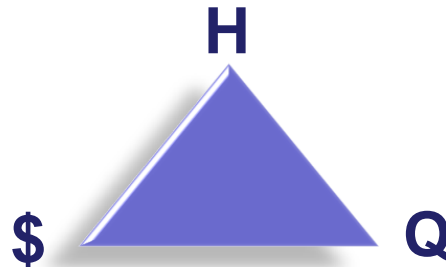
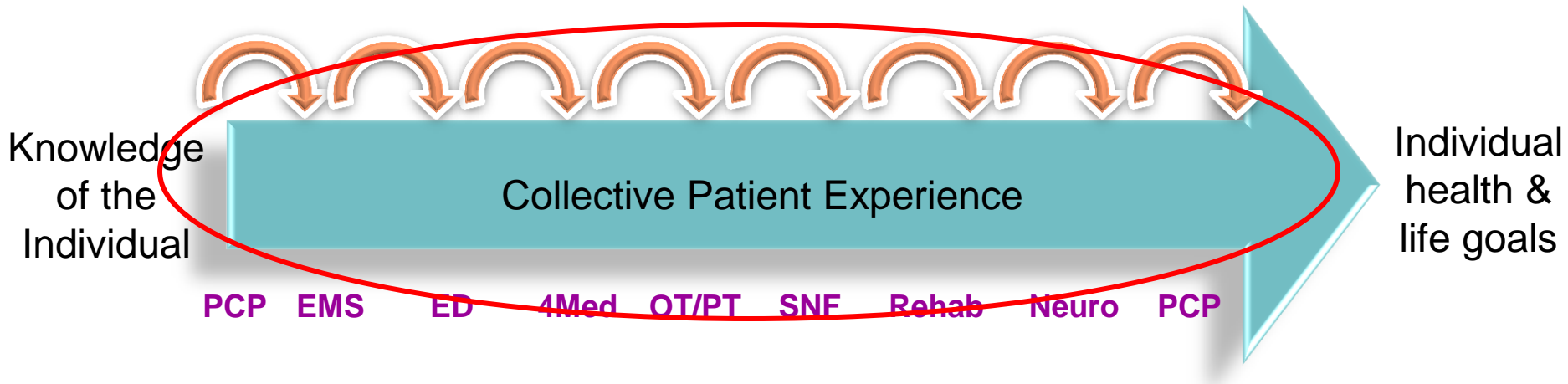


2

The Production System

3

Product Across the Continuum Stroke Management

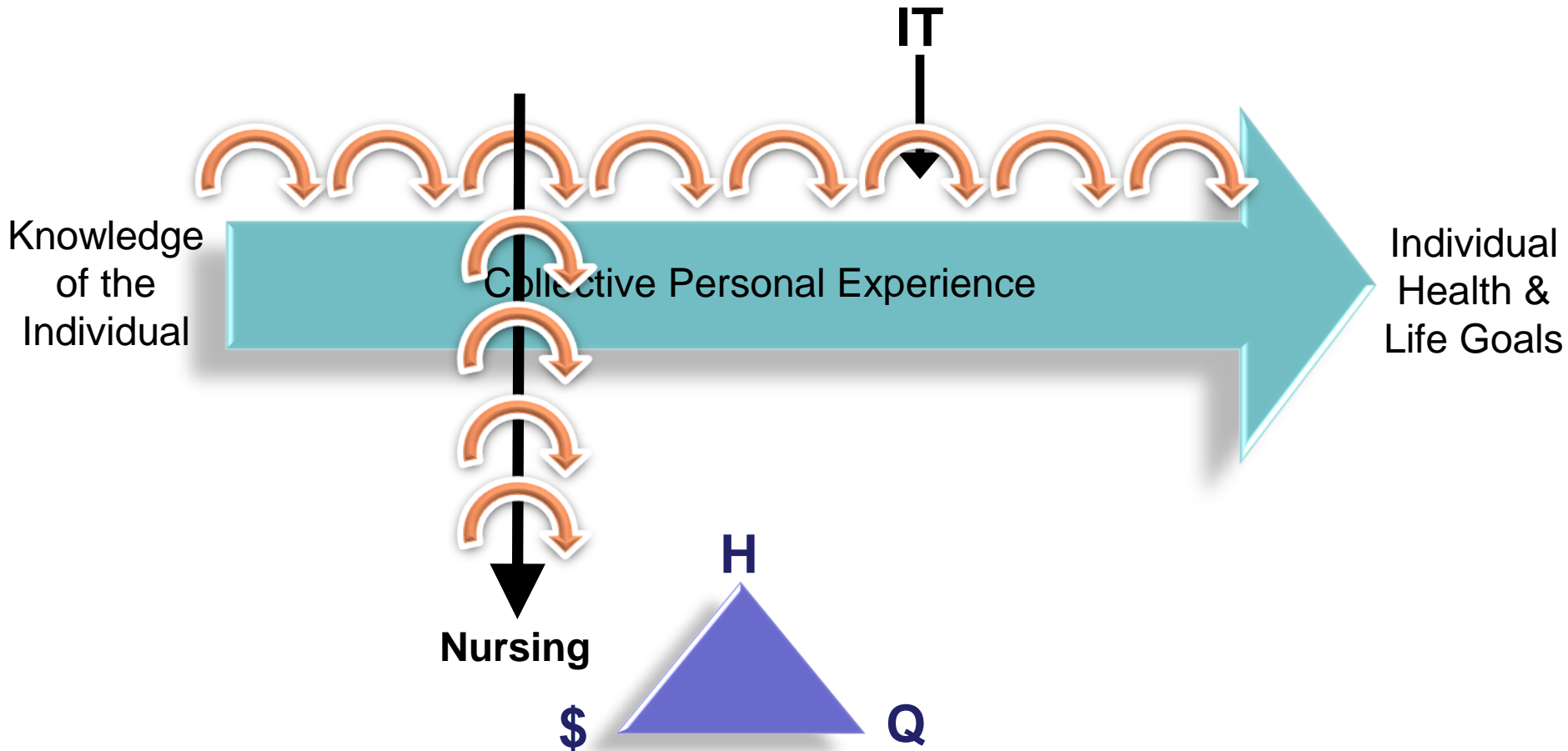


2

The Production System

4

Functional & Operational Areas

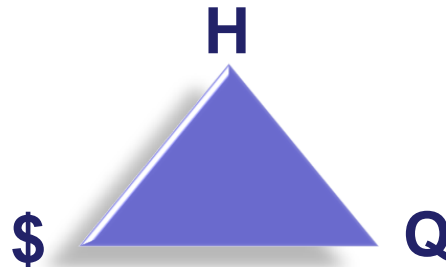
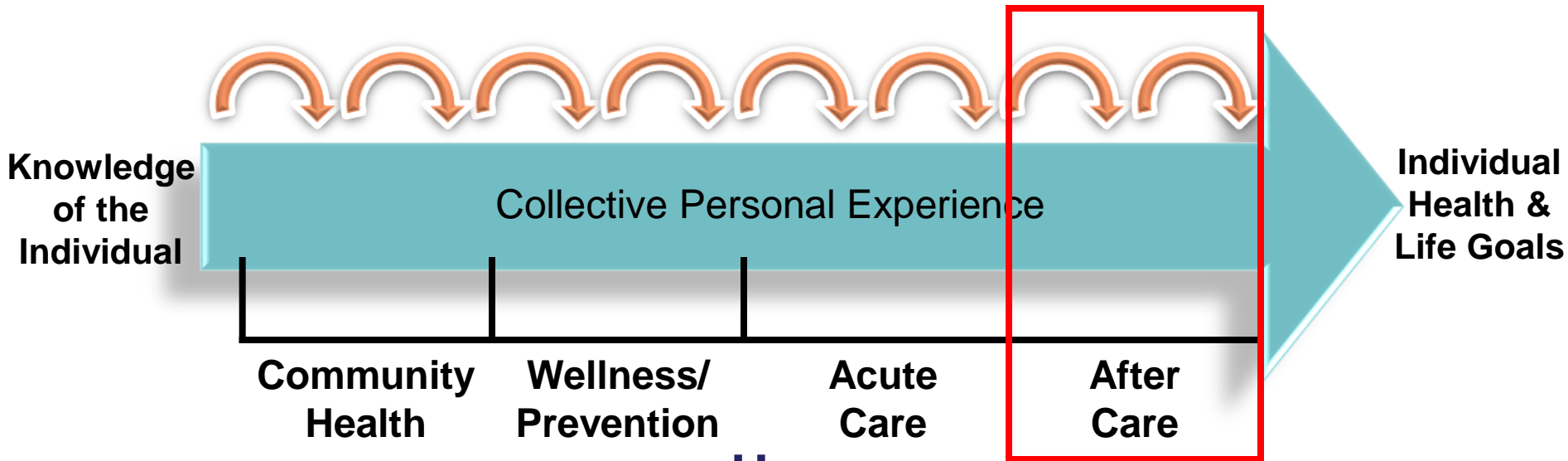


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The Production System

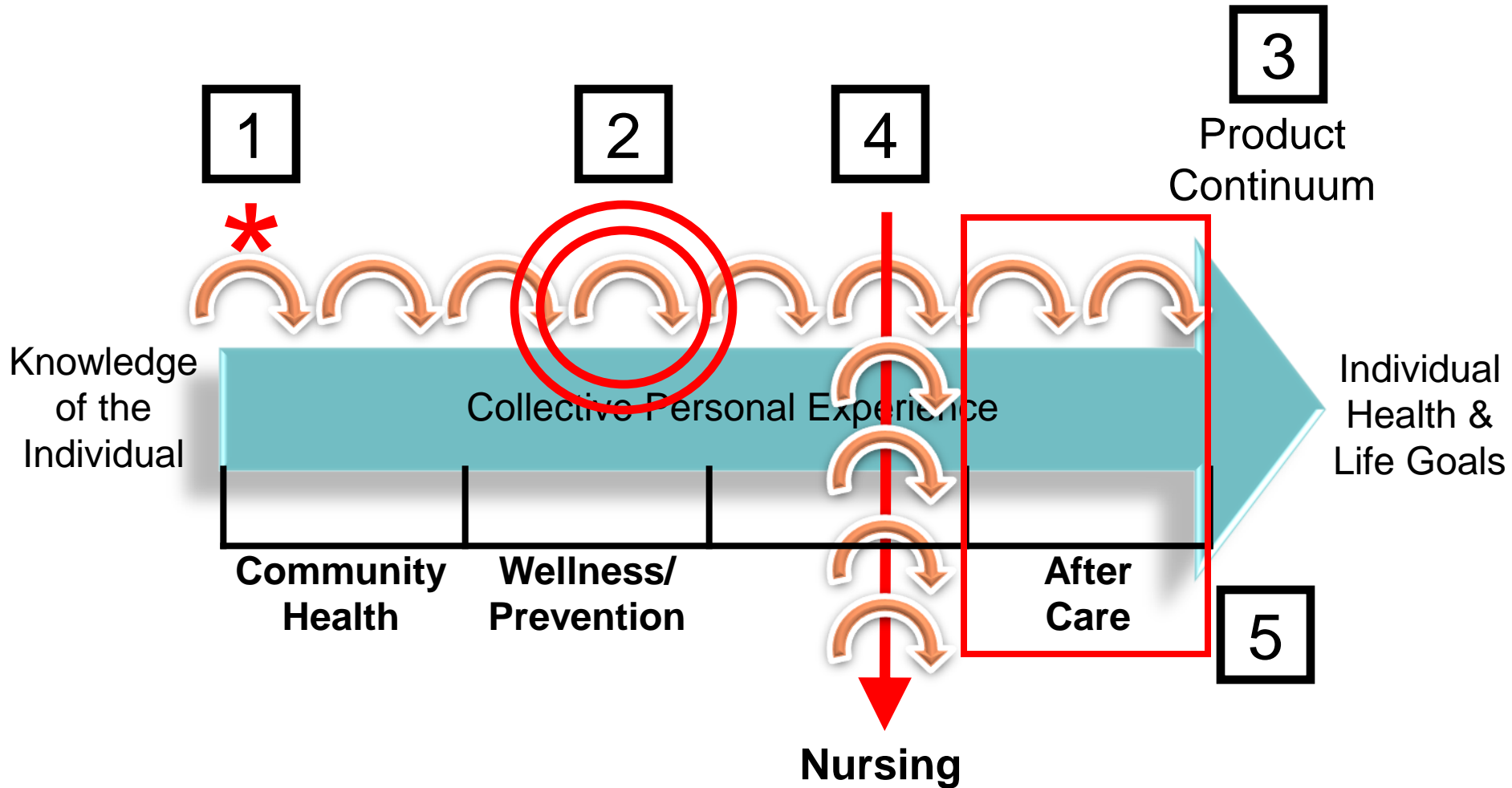
5

Large Scale Commonality



2

Five Views of the Production System

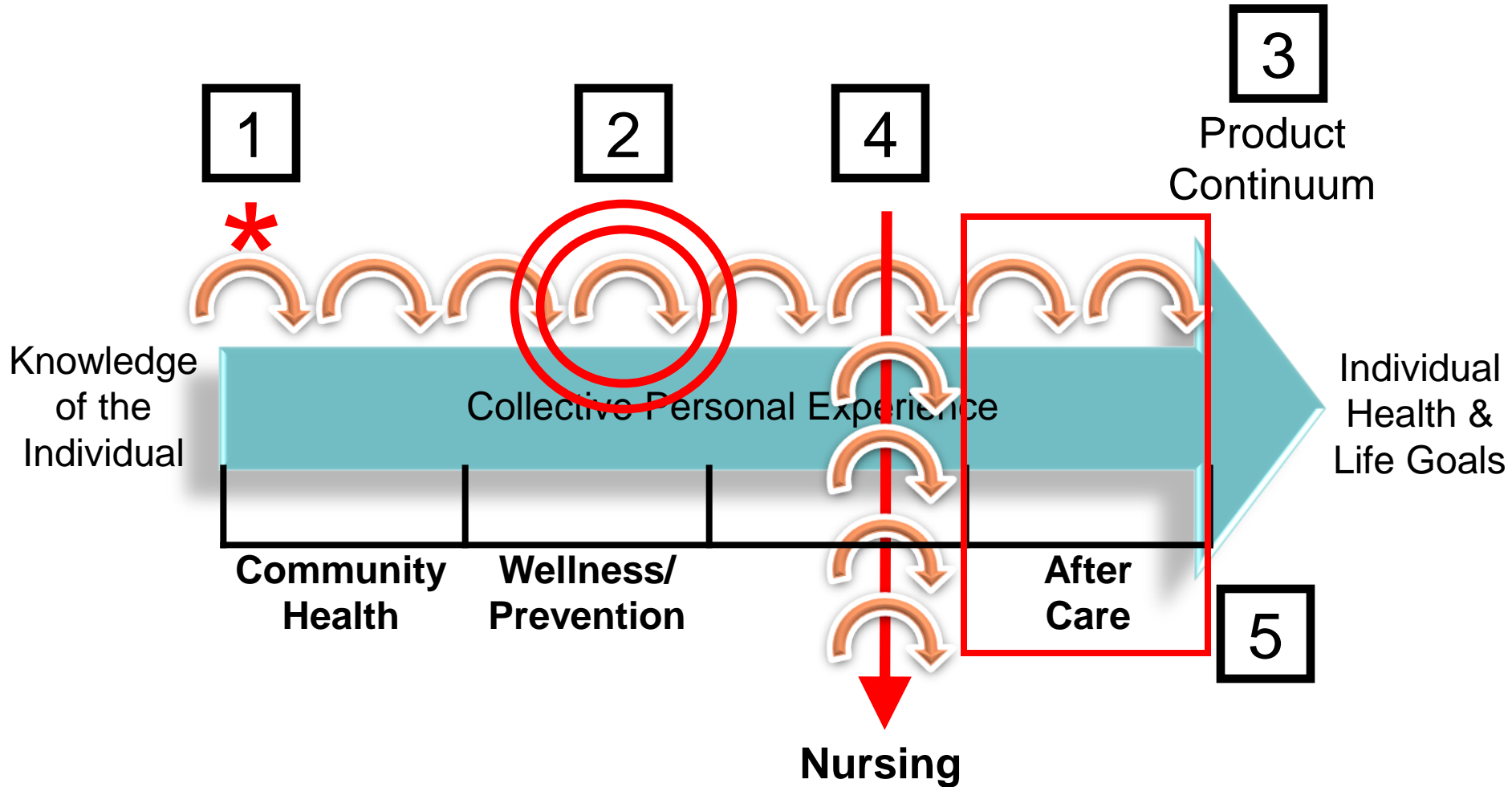


The Role of the Measurement System

Inform and Provide Knowledge

3

Measurement System for the Production System



3

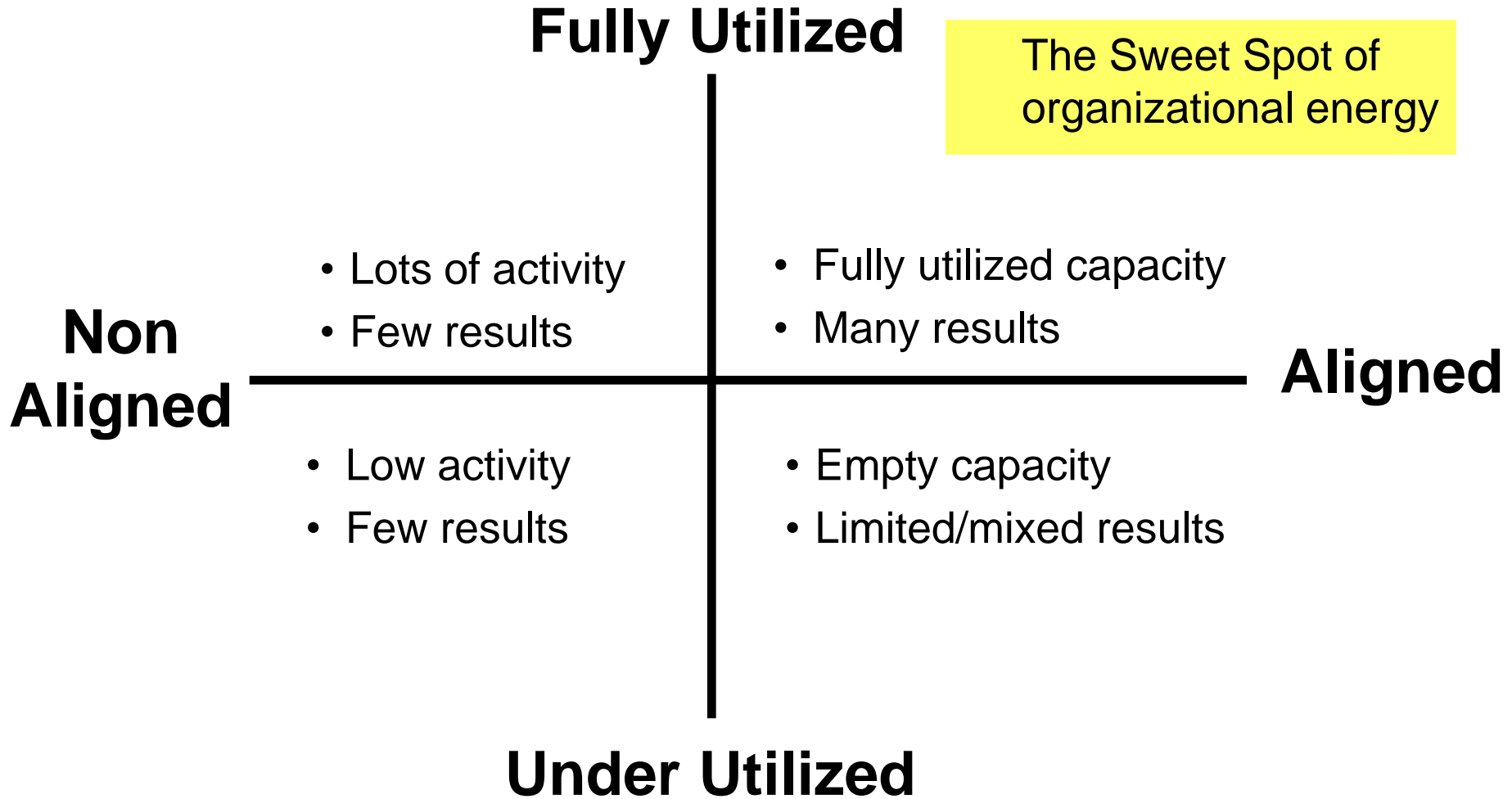
Aligning Production & Measurement

View	Measure Owner
Individual	Individual
Unit	Team Lead
Product	Service Line Leader
Functional Area	Chief and/or VP
Commonality	?

System of Improvement

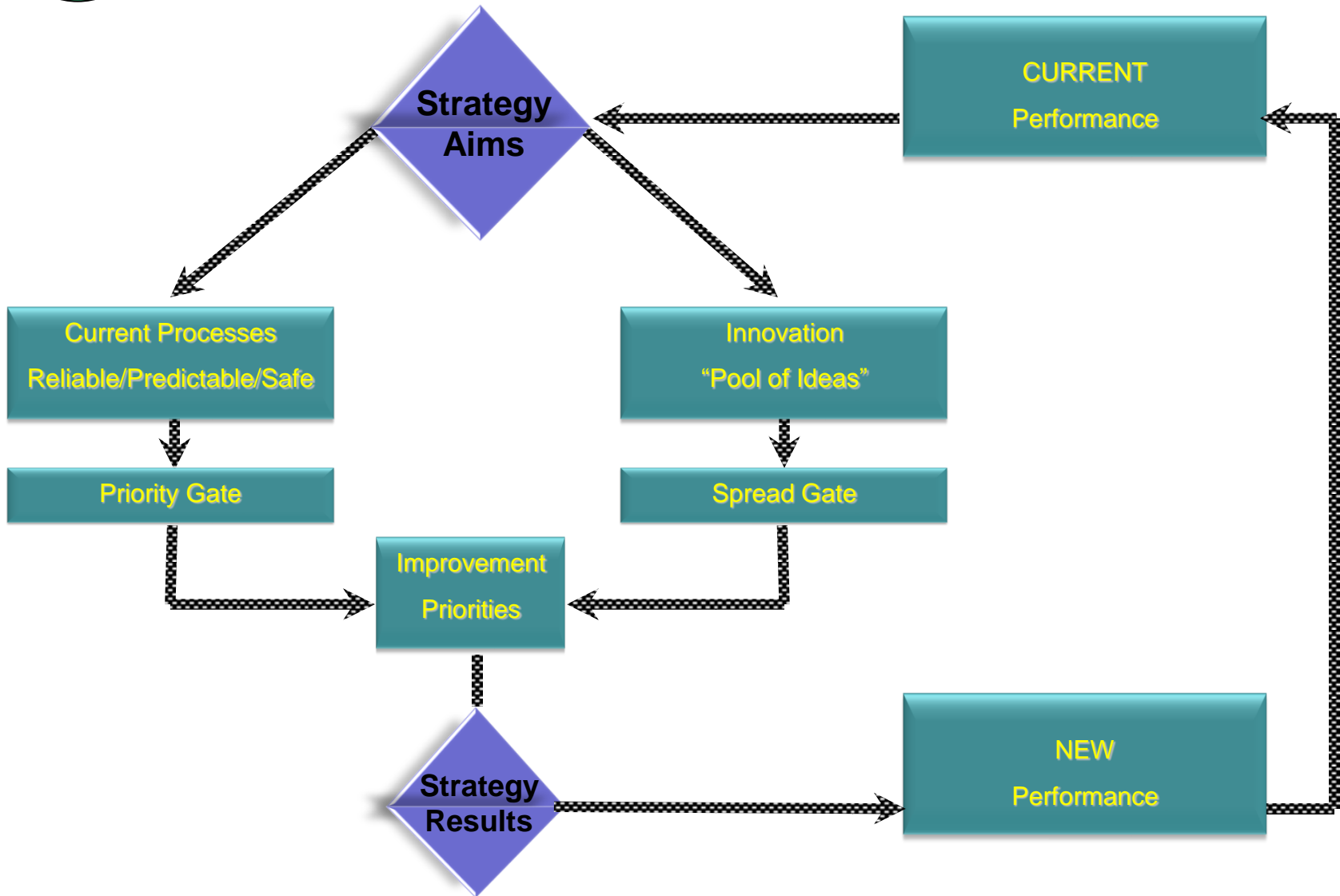
4

Managing Organizational Energy



4

Managing Organizational Energy



5

Market / Sales Alignment

5



•We know that a cancer diagnosis can be overwhelming and with it can come a host of concerns and decisions that have to be made. For most people there is an immediate need for information and a desire to be “doing something”. We want to help you make sure the information you’re getting is accurate and helpful so that you can move through each step of the decision-making process in control and on your teams.

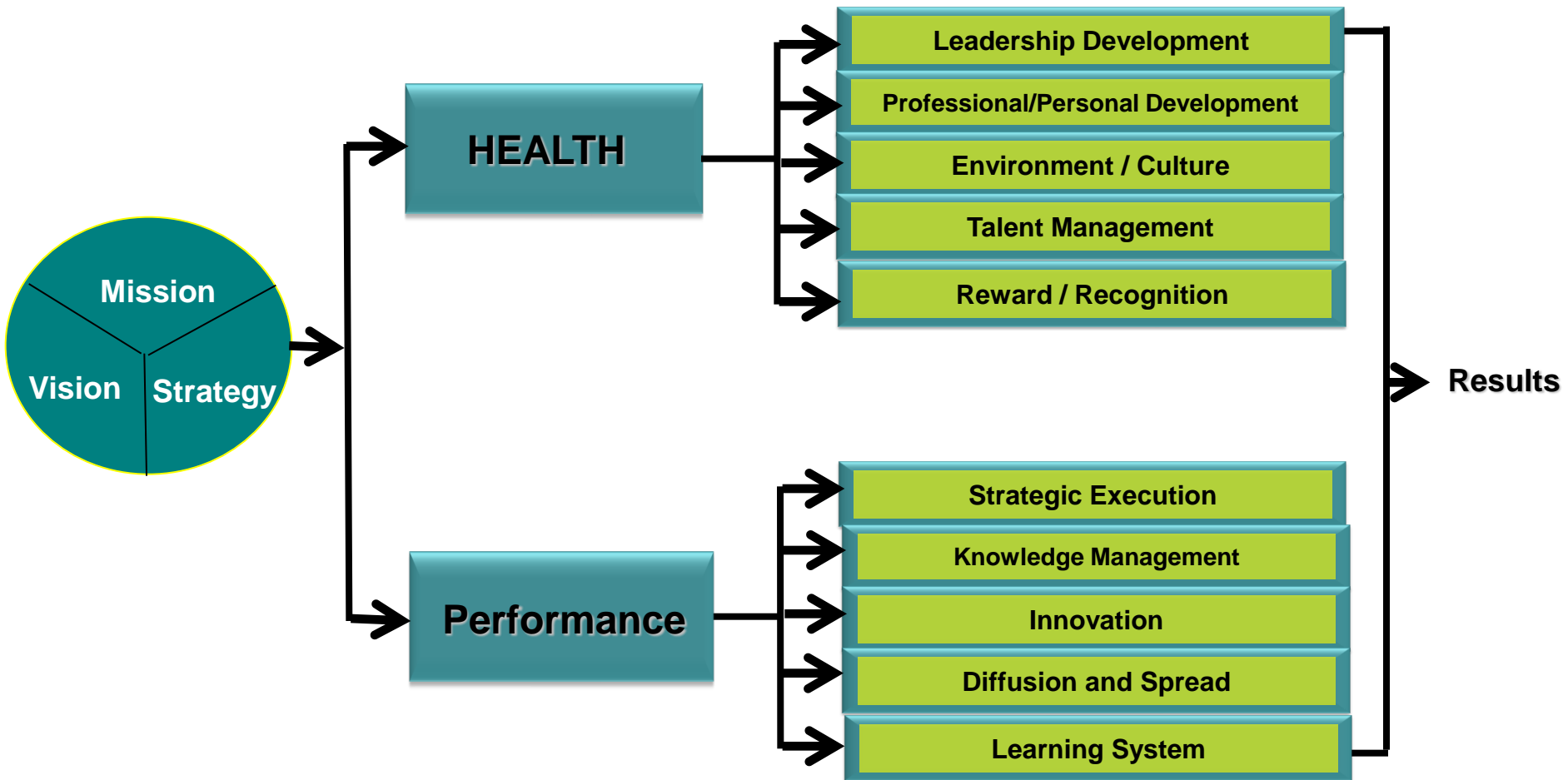
This isn’t about rushing . . . It’s about responding.

There is nothing more frightening than being told you have cancer. Unless it’s being told you have cancer and then being told nothing at all for days. . . Even weeks. At The Cancer Team, we’re committed to treating you with dignity and respect by first making sure that you aren’t left alone with your fears. From the beginning, The Cancer Team member will work together to respond and include you in the process of developing a treatment plan.

Cultural Alignment

6

Performance Platforms



Building a More Capable Organization

1. Identify areas for development
2. Identify team to assess and build plan for each dimension
3. Develop longer term aims for each dimension
4. Develop short term (120 days) action plan to close the gap
5. Provide reports and feedback to the organization
6. Develop a Steering Team

IHI SITE VISIT