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HEALTHCARE VALUE

Targeting Value, Spreading Change

Julie Bartels, executive vice-president of National Healthcare Information at the ThedaCare Center for Healthcare Value, recently sat down to talk with us about the progress of Wisconsin's State Health Innovation Plan. She also spoke about what it's like working with an array of different private and public healthcare organizations on the state of healthcare in Wisconsin.

Q. SHIP is working with a wide range of private and public healthcare organizations and leaders. How did you pull together your team, and what were some of the challenges and lessons learned in that process?

A. SHIP is co-sponsored by the Statewide Value Committee and the Department of Health Services. We used their collective and extensive reach to contact a wide range of organizations across the state and invite them to participate. We had more than 300 individuals from over 60 organizations step forward to join in the creation of Wisconsin State Health and Healthcare Transformation Plan. They include providers, patients, academics, payers, government public health agencies, behavioral health specialists, employers and many others. Wisconsin's culture of collaborative development made it a LOT easier to bring stakeholders together. Other states have not been so lucky!

Q. How would you describe the overall state of Wisconsin healthcare?

A. Good but not (yet) good enough. There are many national ranking systems that compare the quality healthcare of states to one another. There are other types of measures that assess how well states are embracing transparency in healthcare. Still others measure access to healthcare services or availability of primary care providers. Wisconsin typically scores well on these ranking systems but not always at the top. And, of course, these measuring systems all have different ways of calculating the state score – so it is not possible to compare the rankings in any meaningful way. And what is truly important is not how Wisconsin ranks to other states but how well we actually compare to ourselves over time: how well are we helping our citizens stay healthy or caring for them when they become ill or injured? In this respect, and using SHIP as an example, it's evident that WI strives to constantly improve value in healthcare and very specifically in the patient experience.

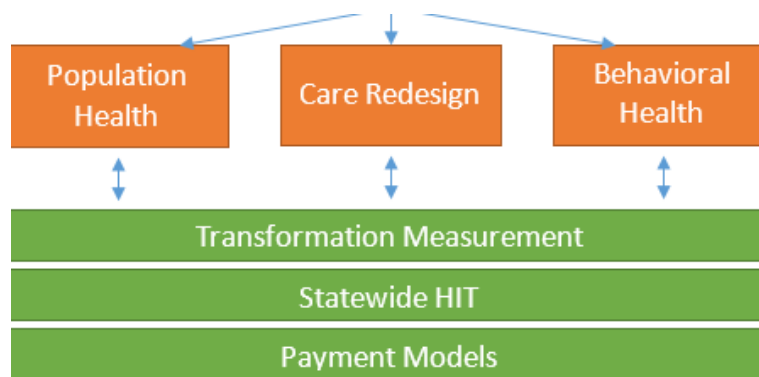
The ranking of the overall state of Wisconsin's health is another matter and one in which Wisconsin does not score very well at all (23rd of 50 states in 2014 Overall Health Rankings Source: Americas Health Rankings). This is a complex social challenge that will require the ideas and contributions of many to address, including patients, family care givers, community health agencies, schools, businesses, providers, and payers. There's truly no end to the list of potential participants. SHIP is Wisconsin's opportunity to build a process that aligns the intentions and efforts of many to achieve improved health and healthcare.

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Q. A big issue in healthcare is revamping the payment system to a value-based payment or service model. What is the current state and how is SHIP helping to move closer to implementing this type of system?

A. SHIP uses the ThedaCare Center for Healthcare Value’s Healthcare Transformation Model as its backbone. This model demonstrates the essential relationship between high value care redesign, transparency of cost and performance, and payment for value. SHIP resources have been organized to support the development of a transformation plan that includes all three components:



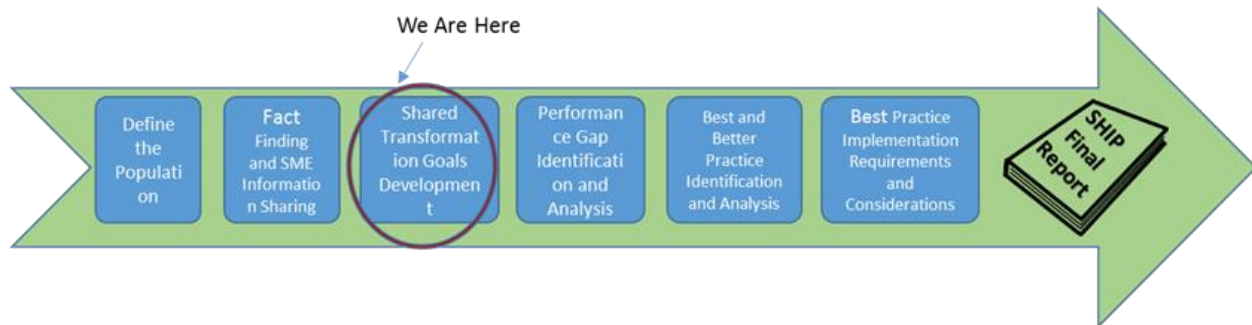
Payment models, like measurement and health information technology are enablers of high value healthcare. To be specific, a “good” payment model is one that encourages the participants in the care model to do the right thing, discourages participants from doing unnecessary or harmful things, and is reasonable to administer. The Payment Models team is working on the creation of a short menu of payment models that fit this criteria and best support the transformation plans being developed by the Population Health, Care Redesign and Behavioral Health teams.

Q. You are six months from the deadline to submit to CMMI. Where are you right now in the process and what’s next?

A. The teams are working their way through a transformation planning process as “proof of concept” to explore whether the standardized planning process, which closely resembles the flow of an A3, will result in a transformation plan that aligns the work of multi-stakeholders toward transformation of health, healthcare and cost/spend for a specific population. For this experiment, the teams are focused on diabetes, hypertension and depression. You’ll see by the diagram on the next page that they’re about half way through the process with some heavy lifting coming up in the next 90-120 days.

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Q. Healthcare is one of the hottest buttons for people today. How will SHIP's work affect the everyday citizen of Wisconsin?

A. The Statewide Value Committee has established high level goals for improving health, healthcare and cost/spend for Wisconsin. SHIP is an effort to establish "standard work" for transformation planning so that any organization or any group of organizations can work quickly and collaboratively and be more impactful in supporting better health of WI citizens, delivering higher value healthcare for those who need it, and assuring smarter spend of resources.

Q. Finally, what advice would you give to other leaders based on your experiences with SHIP?

A. Multi-stakeholder work is hard work – as a rule our daily work keeps us comfortably inside our professional silos and so it challenges every one of us to think differently and move outside our comfort zones. Yet, with complex social problems to solve, multi-stakeholder work is essential. No one organization or stakeholder group has sufficient scope or resource to address challenges like population health, healthcare value or healthcare cost containment on their own. Luckily, Wisconsin has a long standing practice of private-public sector collaboration and a culture of "doing the right thing." Leveraging these assets puts Wisconsin in a strong position to get something really meaningful out of the SHIP experiment.