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## DISRUPTIVE HEALTH CARE IN 2019- WHEN THE FOUNDATION WAS SET FOR TODAY

In this issue we are looking at trends in a six-year cycle-2013, 2019 and 2025. What happened six years ago was a watershed year for today. Here are the top four trends from 2013 according to AMS and their impact today.



In 2013, “selfie” was the word of the year in the popular culture, and “disruptive” was certainly its analogy in health care. In 2013 nobody was more disruptive in health care than the federal government.

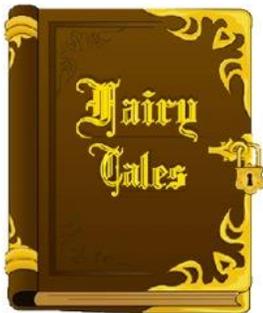
- 1. Roll out of the “Affordable Care” website on October 1, 2013.** An unmitigated disaster any way you look at it, the government opened up the first phase of what could be universal health care with a “not-ready-for-prime-time” website. This site was not properly tested, and crashed on the volume of people trying to access it. *Yet in 2019 the fundamentals of the Affordable Care Act are here to stay, and the single payor system movement is working on extending Medicare to those under age 65 as an initial step in this direction.*
- 2. Lack of data security, cloud or no cloud.** In 2013, data breaches became an increased concern, with both health care and non-health care making the news. *In 2018, data breaches including health care are worse and everyone reading this has been impacted.* Additional products and data security services today offer more protection, but the hackers are also more proficient.
- 3. Growth rate in health care costs slows.** *CMS predicted health care spending to rise 5.3% in 2018. They predicted it would also go up 5.3% in 2017, but when the actual numbers were in, it was only a 4.6% increase.* In 2013, the government reported 2012 health care spending had its smallest growth rate since 1960, only 3.7%.
- 4. Empowering the patient-consumer with ambulatory/outpatient trends.** Hospital inpatient census was continuing to significantly decline in 2013. Today those trends continue as the following 2013 outpatient initiatives have taken greater hold:
  - Urgent care centers started a big comeback in 2013. Today there are 7,639 of them.
  - CVS’ “Minute Clinics” had 750 locations in 2013. Today there are 1,100.
  - In a deviation from this trend, Walgreens’ “Take Care Health System” managed more than 700 convenient care clinics in 8,116 drugstores in 2013. Today Walgreens has 9,560 drugstores with 400 offering healthcare services.

Enclosed with the Biweekly is a recent tribute AMS made to the Organization of Nurse Leaders

- Leading health systems are aggressively addressing the trend. For example, **Beaumont Health**, Southfield MI, an 8-hospital system, just announced a restructuring. John Fox, CEO, said, “We must create more access for our patients through a network of acute care campuses, outpatient and retail sites.” This reorganization consolidated the president position at some of the hospitals and created new positions such as the president of outpatient services and the president of shared services.

## TURNING FAIRYTALE INTO REALITY: THE STORY OF HEALTHCARE’S FUTURE IN 2025

*Once Upon a Time*, healthcare was managed by health care experts. These experts continued to tell us that the current healthcare spending is unsustainable and growing beyond management—similar to the story of *Jack and The Beanstalk*. Though we say this every year, every year it continues to grow, and we sustain it like the *Boy Who Cried Wolf*. However, the implications of our overextended capacity results in preventable errors, uneven access, immense waste, and inherent inefficiencies due to the laws, regulations and insurance coverage that don’t leave us much opportunity to change healthcare for the betterment of the suppliers or the buyers (the patients).



Thus, a classic *Cinderella* story unfolds. Enter the “*Prince Charmings* of healthcare”: Amazon, JPMorgan Chase and Berkshire Hathaway. These *giants* made news in January when they announced plans to form a company that will deliver innovative and higher value healthcare to their employees. Other non-traditional healthcare players around the world, including Alibaba, Tencent, Apple and Samsung also want a role in this story and have already entered the industry promising to change how this tale ends by leveraging artificial intelligence, big data, and other disruptive technologies.

However, simple questions remain that add to the plot: How will our current leading healthcare providers keep up and remain viable in 2025? Nimble, new entrants with billions in capital and a consumer focus will radically change the industry. Who are they? What is their strategy? How will they impact the care delivery model?

As the industry experts, what must we all do to continue to add value and be the main characters in our story? The ACHE conference will center around these questions and explore the organizational, financial, and partnership/affiliation models being implemented to drive healthcare’s future in pursuit of a happily ever after. For more information go to <http://massache.org/events.asp>.

**Kevin Tabb, MD**, President & CEO Beth Israel Lahey Health  
**Kate Walsh**, President & CEO, Boston Medical Center, Boston MA

Moderator: **Alan Goldberg**, Principal & President, Applied Management Systems

Friday May 17, 2019, ACHE Conference, Doubletree Hotel, Westborough MA

# 2019

**promises to be another exciting year for nursing...**

## ...We look forward to being a part of it

The challenges nurse leaders face to achieve quality care, patient safety, effective staffing and budget management will make 2019 a most exciting time.

**AMS, specializing in:**

- Providing operational consulting and implementation assistance.
  - Analyzing care delivery models and patient acuity systems.
  - Developing and implementing labor resource benchmarks.
  - Providing budget development and support.

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Principals of the Firm and Proud Members of ONL: Donna M. Watson Dillon, DNP, RN, NE-BC and Jennifer Owen Schuster, MS, RN, FHIMSS

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# ams® speaks!

*A series created to assist in achieving your organization's goals*

## Speaking Engagement Topics Include

- Top Notch Teamwork
- Workflow Analysis 101
- Managing Successful Change
- Strengthening Leadership
- Effective Conflict Resolution
- And Many More!

### Why AMS?

With over 50 years of healthcare operations experience, AMS has learned a thing or two about organizational behavior and supporting your most valuable resource—your employees. This expertise lends itself to having a team of educators to assist you in operationalizing and driving key themes home in order to achieve the goals of the organization.

Because AMS understands the operations of every department in your hospital, we are able to take a targeted message and use departmental examples to drive themes home. All content is tailored to the audience. As examples, it may be tailored to the Leadership Team, physicians, clinical staff, and so on. We take pride in the fact that our speakers are relatable, knowledgeable, and professional in our communication strategies.

### Organization Benefits?

- Maintain and improve leadership/staff knowledge and skills
- Enhance competence and performance in daily practice
- Improve inter-professional collaboration and teamwork
- Increase employee satisfaction
- Strengthen buy-in of management/leadership/organization goals.

### What is included?

Sessions to include some/all of the following:

- Group Activities such as Team Role Play
- Individual Pre-Session, During-Session, and Post-Session Surveys
- Topic “Games” to Apply Material
- Presentation Handouts
- Question and Answer Sessions using “real life” examples

# Topic Details:

## Top Notch Teamwork

- Must-have components for successful teams
- Key characteristics of a Team Player
- Impact of Group Dynamics and Culture on Teamwork
  - Cohesiveness Vs. Social Loafing
- Benefits of Constructive Conflict within your Team
- Turning Positive Energy into Increased Revenue

## Workflow Analysis 101

- Learn the 10 Essential Steps to performing Workflow Analysis
- Taught Basic Process Mapping to Illustrate Findings
- Reduce costs of outside contractors
- Identify PCO's (Portion Control Opportunities) for attainable goals.
- Ensure streamlined implementation of new processes/systems

## Managing Successful Change

- Design and Implement a Step-by-step Change Initiative
- Eliminate Waste to Increase Revenue
- Enforce the 3 C's of Change:
  - Culture
  - Control
  - Credibility
- Effectively Manage Reactions & Resistance to Change
- Tools to Effectively Measure Change

## Strengthening Leadership

- Identify Characteristics of a Good Leader
  - It's not about power, it's about trust
- The Impact of Emotional Intelligence
- Effective Communication Strategies from the Top-Down
- How leadership *style* can affect outcomes.
  - Task-based leadership
  - Relationship-based leadership
- Understand the Difference between management and leadership

## Effective Conflict Resolution

- Effective Strategies to End Conflict Once and for All.
- Bottom-Up Conflict Resolution Tactics
- Defining Your Personal Conflict Style

## Other topics include:

- Conducting Efficient and Effective Meetings
- Motivating your staff without using money as an incentive
- Communicating your point of view effectively with kindness and confidence

**Learn from  
industry leaders  
who excel in  
delivering results  
that make a  
difference.**



For more information contact Shari Robbins, Vice President, at Applied Management Systems at 800.462.1685 or via [info@aboutams.com](mailto:info@aboutams.com)