AAMC LHS

High-Value Health Care Delivery in an Academic Health Enterprise:
Implementation of Value Driven Outcomes (VDO) to Enhance Health Services Research and Personalized Medicine

Yoshimi Anzai, M.D., M.P.H.
Associate Chief Medical Quality Officer
University of Utah Health Care
“If you improve outcomes without escalating cost you have succeeded. If you have deliver equally good outcomes more efficiently, you have succeeded. If you didn’t do one of these two, you have failed.”

Michael Porter
02 Utah Value Equation

\[ V = \frac{Q + S}{C} \]

- **V** (Value)
- **Q** (Quality)
- **S** (Service)
- **C** (Cost)
WHAT WE’LL COVER TODAY

1. Factory of ONE
   Value Driven Outcomes (VDO)
   engaging individual physicians to + value

2. Empowered TEAMS
   TOP 50 Medical Conditions
   organizing teams for meaningful change

3. Cultural ALIGNMENT
   accelerating organization change

University of Utah: HIGH-VALUE HEALTHCARE
Factory of One
Value Driven Outcomes (VDO)
01 Identify Opportunity

“When providers understand the cost of treating patients, they can contemplate innovative approaches.”

Robert Kaplan & Michael Porter
Set Goals (organize)

Value Driven Outcomes (VDO)

- Implement confidentiality training and compliance process
- Provide training and access for clinical providers
- Develop actionable provider scorecards
- Record and monitor self-directed improvements
Value Driven Outcomes (VDO)
Analyze Variation among providers

Click on the legend to drill into the Cost Categories

Select any combination of MS-DRG, Diagnosis, and Procedure codes
Drill into Direct Costs to view cost variation by cost categories
Empower Teams

TOP 50 Medical Conditions
01 Identify Opportunity

“The first principle...requires a shift from today’s siloed organization by specialty department and service to organizing around the patient’s medical condition.”

Michael Porter & Thomas Lee
02 Set Goals (organize)

Top 50 Medical Conditions

- Define clinical conditions
- Define populations
- Explicitly develop value measures
- Build scorecards
- Bring together interdisciplinary teams
Balanced Value Improvement

Perfect Care Index

1. Exceptional Patient Experience
2. Patient Reported Outcomes Measurement Information System
3. Quality & Safety
4. Disease Specific Outcomes & Appropriateness Measures
Requires new ways to organize TEAMS…

Cultural Alignment
01 Identify Opportunity

“Creating a shared mental model of the system’s goals, tools and techniques are necessary to achieve improvement.

Experiential learning is essential to developing the ability to identify and institute system-based improvements in patient care.”

CLER Pathways to Excellence
02 Organize

1. Recruit Leaders
   (Find peer leaders, create a guiding coalition, engage the organization)

2. Align Incentives
   (What’s in it for me? Find ways to simplify and improve practice)

3. Build Skills
   (Systematically support skill improvement)
PHYSICIANS
LEADING
VALUE
03 Set Goals

System Clinical Goals

Value Summary Improvement Portal

System Tools

Techniques & Experiential Learning
Align Incentives: MOC-P4

Maintenance of Certification (MOC Part IV) Portfolio Sponsor Program

Date University of Utah became an ABMS approved sponsor: 2/2014

# Faculty engaged in MOC Part IV projects: 334

# active MOC Part IV Improvement Projects (Value Summary Portal): 71
Align Training: VALUE UNIVERSITY

Healthcare Value-driven Improvement Training

Online Learning Modules
(internal + external)

UTAH VALUE REVOLUTION
(internal + external)

Value Improvement Leaders
(internal only)

Lean Six Sigma Greenbelt
(internal only)

24/7

12 1-day Sessions/year

2 Physician Cohorts/year

2 Expert Cohorts/year
Team-based value improvement culture training [Learn]
Maximum of 3 organizations per session [Network]
Offered monthly, CME certified [Get credit]
Register online today:
healthsciences.utah.edu/value-university/
Thank you.