Imagining The Future of Health Care

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Key Players in Today’s Ecosystem

Provider Oriented (B2B) Healthcare

- HealthCare
- Insurance
- Technology
- Physicians
- Exchanges
- Retail
- Bio-Medical
- Pharma

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Dartmouth-Hitchcock
Potential Disruptors

- Medical Homes/Smart Teams
  - Home Health Care
- Sensors & Wearables
- Advanced Diagnostics
- Medical Devices
  - Big Data
- Brokers to HC Financing
- Engagement Platforms (i.e., Amazon)

- Partnership with Doctors (i.e., Village MD)
  - Customized plans
    - Digital/Mobile
- Partnership with Insurers (i.e., Village MD)
- Tech Solutions
- Food/Nutrition
- Health Care & Services

- Consumer Driven (B2C)

- HealthCare
- Insurance
- Physicians
- Retail
- Pharma
- Bio-Medical
- Exchanges

- Technology
- Genomics
- Prevention
- Customizable Treatments

- Emerging Solutions
  - Immuno therapy
  - Viruses to cure cancer

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Challenges:

Pricing Compressions

Consumers
Health Plans
Government
Employees
Competitive Delivery Options

Already in the Market

Traditional
Retail
Health Care
Tech

Experience Focus

Models emerging with speed

Patient Centered
Consumer Engagement
Science of Prevention

Make room for ambidexterity

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The Challenge of Healthcare Transformation

Challenge:
- Optimize volume curve
- Create and iterate value curve
- Navigate the transition
  - How much and how fast do we need to create value to make up for lost volume?

“ Crossing The Chasm” with Accelerated Transformation
- Affordability Accelerator
- Adaptive Design

Design Standard / Competitive Requirements
Based on the ecosystem disruptions and transformational challenges, what are the organizational design implications?
Population based smart care team ecosystem
Consumer configurable health plans
Transparent consumer guidance

CONSUMER EXPERIENCE

Health and wellness consumer banking
Health living community stores
Personalized better living ecosystems
Our Vision

To create a sustainable health system in order to improve the lives of the people and communities we serve, for generations to come.

Sustainability

In an environment where the health ecosystem is constantly evolving and traditional revenue and funding sources are declining, our sustainability goal demands we advance our clinical models to better serve population health needs and create new economic engines to support our tri-part mission.
Old Structure
New Structure
New Functional Operating Model

“Sustainable Health System”

1. Enterprise Strategy Design
   - Enterprise strategy and planning
   - Innovation and design/social capital
   - IP and commercialization
   - Health financing
     - Payment models
     - Partnerships
     - Ventures
     - Financial Planning
   - Talent/culture
   - Government relations
   - Philanthropy

2. Population Management
   - Population management
     - Population contract design
     - Health status
     - Performance
     - Health Research
     - Population segmentation
   - Network development
   - Clinical model of care
   - Population engagement
     - Consumer engagement
     - Patient experience
     - Health education
   - Expansion of population under management
   - Employer health engagement
   - Community ecosystem management

3. Integrated Delivery System
   - Inpatient care
   - Ambulatory care
   - Outpatient care
   - Virtual care
   - Transitional care (e.g., rehab, SNF, LTAC)
   - Home care
   - Population-based service lines
     - Well
     - Acute
     - Early chronic
     - Late chronic/multiple conditions
     - End stage
   - Service lines for specific disease areas (e.g., cancer care, behavioral health, etc.)

4. Enterprise Support Services
   - Medical support services (path., imaging, pharm.)
   - Population management support, health plan
   - Durable medical equipment
   - CTO, credentialing, GME
   - IT, analytics
   - Corporate Finance, captive
   - Human resources
   - Knowledge
   - Marketing/communications, sales
   - Quality, safety, performance improvement
   - Legal, risk and compliance
   - Fundamental functions (GPO, facilities, dietary, etc.)

Research and education

Redesign goals: 1) link activities, functions, and information in new ways to achieve breakthrough improvements in cost, quality, service and timeliness; 2) create new economic engines to sustain the tri-part mission.
Challenges:

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Consumer Experience Design Requirements

As a consumer of healthcare, what do you want your experience to be like?

Activity:
Working in small teams of 5 or 6 people, develop a set of consumer experience design requirements that can influence the future Dartmouth-Hitchcock’s consumer experience.

Using one of the white boards, develop a set of experience requirements for the following touch points:

- **Pre-visit** (could include making appointment, gathering information and planning logistics)
- **Visit** (could include waiting room, in room doctor visit and conversation)
- **Post-visit** (could include future visits, billing, referrals, prescriptions, transportation)
- **Follow-up** (could include test results, questions, findings from referral, etc.)