

Change Management and Organizational Culture: Barriers and Breakthroughs

Room - *Conrad*

Moderated By:

Harold Dash, MD
President, Board of Directors
The Everett Clinic

1. What are the barriers to change management in your organization?
2. Is there a key constituency to address that brings others along?
3. What motivates change in your organization? Is it all about compensation or are there other factors?
4. How can you tap into that motivation to create change?
5. How can we use compensation models and performance review to support the change process?
6. What messaging supports change over time?
7. Has anyone used a common framework for change – like John Kotter’s books around leading change in organizations?
8. When the goals of change are longer term, what short term early wins have you targeted to support the change process?
9. What pace of change can your organization sustain?
10. What rejuvenates people during a long term change process?
11. Is adaptability and willingness to engage in change a core competency that we need to cultivate? How do we accomplish that?
12. How can we use teamwork to lessen the burden of change?

ACO/MSSP: Sharing Early Experiences

Room - **Church**

Moderated By:

Simeon Schwartz, MD
Chief Executive Officer
WESTMED Medical Group, P.C.

1. What are the most pressing problems you are facing in the early stages of ACO/MSSP?
2. What preparations did you make to get the organization ready for this new environment?
3. What steps do you wish you had undertaken and would advise others to consider as they apply for this designation?
4. What has been your experience in the opt-out phase of the program (opt-out of making personal claims available to the ACO)?
5. Is the governance structure you have chosen working?
6. Do you expect to have generated shared savings in your environment at the end of three years?
7. What targeted investments do you think will be most effective in generating savings in the first few years of ACO?
8. Is there a risk in overinvesting?
9. Are the targets for cost savings different in years 4-6 if you are to continue in this program?
10. How did you approach risk stratification in your population? Was this successful in your view? How would you redirect this focus now?
11. How has care coordination worked for you in this new environment? How about case management?
12. What commercial agreements have you been able to bring into this reimbursement model?
13. How do you think you will approach employers with TPA arrangements with the payers in this new environment? Will they share savings?

Realigning Compensation for Value-Based Care

Room - *Carnegie*

Moderated By:

Howard Graman, MD, FACP
Chief Executive Officer
PeaceHealth Medical Group

1. How are you approaching the “third rail” of compensation in a changing environment?
2. What process have you used to create buy-in within the organization?
3. What percent of compensation should derive from value driven activities?
4. What are the relevant measures to include in the comp formula that drive organizational success?
5. Should we use process measures or outcome measures in our metrics?
6. What other motivational factors outside of financial incentives seem to work?
7. Are measures team-based or focused on the individual?
8. How closely tied together are the individual comp measures with the overall organizational goals?
9. How do you see compensation changing over the next several years?
10. Do you have plans to extend any of these measures to non-clinical employees?
11. How can we use compensation measures to support team based care involving a number of different people?
12. If you could start from scratch without any organizational history, how would you design an ideal comp model?

Workflow Redesign: Retooling Care on the Frontlines

Room - **Broadway**

Moderated By:

Todd Staub, MD
Chairman of the Board
ProHealth Physicians

1. What are the overall goals of redesign? How does this fit in with value-based health care and population management?
2. What methodology have you chosen to guide your organization through these changes?
3. Is one school of thought superior to others?
4. What are the risks in focusing on one change methodology?
5. Has anyone use the principles of “design thinking” in their organization?
6. Are you doing pilots or attempting more widespread change?
7. Is the goal to focus on specific changes or to create a methodology for continuous change? What is the balance between the two?
8. What successes have you had in workflow redesign?
9. What have been the pitfalls you wished you had recognized early on?
10. How have you been able to spread specific changes in one location to others? How successful has this been? What are the barriers?
11. Have you been able to sustain a workflow/redesign process as a core competency throughout the organization? What happens when goals are achieved and interest is lost in engaging in further change?
12. How have you incorporated new workflows that might be unfamiliar, like care coordination and case management, into the mix of workflow redesign?

Drivers of Health Care Consolidation in the Environment

Room - *Beekman*

Moderated By:

Grace Terrell, MD, MMM, CPE, FACPE
President & CEO
Cornerstone Health Care, P.A.

Questions:

1. What is happening in your environment with health care consolidation?
2. Is this just happening with hospital systems or with medical groups too?
3. What are the main drivers of consolidation your region?
4. How is this affecting your strategic planning?
5. How do you see the relative importance of governance vs. ownership in these arrangements?
6. Do you think that these mergers are creating value or are anti-competitive in nature?
7. Have any proposed mergers been turned down by regulatory agencies?
8. Do you see any change forthcoming in the regulatory environment regarding these mergers?
9. What role has venture capital been playing in these mergers in your area?
10. Has your group been approached by venture capital entities in this respect?
11. What sense do you have of the interest in venture capital in this area and their prospects for success over time?