



CARDIOVASCULAR SERVICE LINE SYMPOSIUM

A CONFERENCE BY  MEDAXIOM

JUNE 18-20, 2014

RITZ-CARLTON BACHELOR GULCH • BEAVER CREEK, CO

Program Objectives:

The focus will be on transformative initiatives, both clinical and non clinical. As opposed to hypothetical solutions, the program will provide real world examples of successful programs in all domains: clinical programs, operations, quality, financial, strategic/governance/organization.

WEDNESDAY, JUNE 18, 2014

Pre-Conference Session

8:00 am – 11:30 am **ALIGN! Culture-Compensation-Value**

SALON I

SUZETTE JASKIE, PRESIDENT & CEO, MEDAXIOM CONSULTING

JEFF OZMON, VP, MEDAXIOM CONSULTING

JOEL SAUER, VP, MEDAXIOM CONSULTING

The service line approach to the development and deployment of care systems that span the full care continuum is the contemporary transformative delivery model. The model is disruptive, challenging traditional organization structures and merging divergent leadership and decision making cultures. Early adopters of the model have learned that the important factor of culture is often the most elusive but critical predictor of the model's success.

- Review of infrastructure foundations of a successful service line
- Examine how culture and shared vision among the stakeholders is the premise to success
- Provide change strategies to create a culture supporting, facilitating and leading through the implementation and management of the transformative model
- Illustrate the alignment imperative between culture and strategy and compensation

8:00 am – 6:00 pm **Registration**

PREFUNCTION

General Session

1:00 pm – 1:15 pm **Welcome and Introductions**

BALLROOM

1:15 pm – 2:00 pm **12 Critical Features of Successful Cardiovascular Service Lines**

BALLROOM

SUZETTE JASKIE, PRESIDENT & CEO, MEDAXIOM CONSULTING

Preview Highlights from the 2014 MedAxiom Integration Survey.

2:00 pm – 2:15 pm **Q & A with Suzette Jaskie**

BALLROOM



2:15 pm – 3:00 pm
BALLROOM

From Diagnosis to Transplant; Integrated Heart Failure Care Delivery System

MICHAEL G. DICKINSON, MD, FACC, CO-DIRECTOR OF THORACIC ORGAN TRANSPLANT, MEDICAL DIRECTOR FOR HEART FAILURE AND HEART TRANSPLANT, CHAIR OF CARDIOVASCULAR DISEASE, FREDERIK MEIJER HEART & VASCULAR INSTITUTE, SPECTRUM HEALTH. CLINICAL ASSOCIATE PROFESSOR, MICHIGAN STATE UNIVERSITY

GINGER BIESBROCK, PA, DIRECTOR OF OPERATIONS, SPECTRUM HEALTH MEDICAL GROUP

The Affordable Care Act and declining hospital Medicare margins have pushed heart failure to front and center. Being a heart failure expert is now suddenly “sexy” and cardiovascular service line leaders are being expected to deliver on readmission rates, mortality, and profitability around heart failure. The growth of ventricular assist devices have also caused each center to grapple with how to embrace advanced heart failure care. This talk seeks to share practical ideas on how an integrated service line can be used and has been used to meet these challenges.

3:00 pm – 3:15 pm
BALLROOM

Q & A with Dr. Dickinson and Ginger Biesbrock

3:15 pm – 3:45 pm
PREFUNCTION

Break with Corporate Partners and Exhibitors

3:45 pm – 4:30 pm
BALLROOM

Beyond Three Stars! Improving Value in the Cardiovascular Surgical Program

DR. MICHAEL MACK, MEDICAL DIRECTOR, CARDIOVASCULAR SURGERY BAYLOR SCOTT & WHITE HEALTH AND CHAIRMAN OF THE HEART HOSPITAL – BAYLOR PLANO RESEARCH CENTER

Known as a champion of innovation and improvement, Dr. Mack lives by the motto “innovation isn’t an option, it is mandatory.” He will share how he has constantly raised the bar at The Society of Thoracic Surgeons (STS), ACC, and his TAVR program development. As former president of STS, Dr. Mack has performed over 7,000 cardiac procedures—including 3,000 valve surgeries—and led the development of a collaborative relationship with the ACC around the development of TAVR. He is the co-author of the TAVR National Coverage Decision and the first chairman of the TAVR National Registry— an accomplishment of surgeons and cardiologists working together. Dr. Mack is going to talk about how to achieve great results using the STS database—the gold standard in measuring quality for cardio thoracic surgery— by not being satisfied with the quality metric results but challenge programs to constantly innovate and improve.

4:30 pm – 4:45 pm
BALLROOM

Q & A with Dr. Michael Mack

4:45 pm – 5:30 pm
BALLROOM

The Current State and Potential Future Impact of CMS’ Bundled Payment for Care Improvement Demonstration

TODD LERI, MID-ATLANTIC REGION PRESIDENT, REMEDY PARTNERS

As payors look to move away from fee-for-service, post-acute payment bundling is emerging as a preferred method to reimburse groups of providers involved in a defined episode of care. The Medicare Bundled Payment for Care Improvement Initiative, launched in October 2013, is the largest active initiative in this space, covering 48 defined bundles, including 16 cardiac conditions. Remedy Partners, the largest convener of Medicare bundled payment participants, will share current insights, benefits, and early findings in this emerging space.

5:30 pm – 5:45 pm
BALLROOM

Q & A with Todd Leri

5:45 pm – 6:00 pm
BALLROOM

Becker’s Top 100 Hospitals with Great Heart Programs Recognition



6:00 pm – 7:00 pm **Reception with Partners & Exhibitors**
PREFUNCTION – *Sponsored by MDabstract*

7:00 pm **Attendee Dinner**
MOUNTAINSIDE TERRACE

THURSDAY, JUNE 19, 2014

6:45 am – 8:00 am **Breakfast with Partners & Exhibitors**
PREFUNCTION

General Session

8:00 am – 8:45 am **Linking the Strategic Plan to Financial Impact**
BALLROOM

CHARLES L. BROWN III, MD, CHIEF OF CARDIOVASCULAR SERVICES, PIEDMONT HEART INSTITUTE AND PIEDMONT HEALTHCARE

KATIE LOGAN, VICE PRESIDENT, STRATEGY AND PROFESSIONAL SERVICES, PIEDMONT HEART INSTITUTE

To maximize the CV Service Line's efficiency and to enhance the value proposition of an aligned system, financial integration needs to be present. Piedmont Heart is an employed model of Cardiovascular care delivery within the 5 hospital Piedmont Healthcare system in Atlanta, GA. In this talk we'll examine the strategic planning process for Piedmont Heart, as it drives CV services throughout all of our hospitals. We will also demonstrate how our financial model allows for tracking the multiple sources of CV revenue influenced by the plan, and how this results in the CV service's financial health. Finally, we will show how directly linking these two together directly impacts CV contribution margin throughout each hospital in our system.

8:45 am – 9:00 am **Q & A with Dr. Brown and Katie Logan**
BALLROOM

9:00 am – 9:45 am **Christiana Care's Value Institute**
BALLROOM

TIM GARDNER, M.D., MEDICAL DIRECTOR, EXECUTIVE DIRECTOR, VALUE INSTITUTE, CHRISTIANA CARE HEALTH SYSTEM

The Value Institute was established at Christiana Care Health System 3 years ago with its mission to develop, deliver and evaluate innovative solutions impacting population health, patient experience, system performance and policy development. Its four pillars are the Centers for Outcomes Research, Quality and Patient Safety, Organizational Excellence and Health Care Delivery Science. A current project is a CMS-funded Innovation Grant that merges real-time data integration for patients after ischemic heart events with enhanced clinical care to improve patient outcomes and reduce costs.

9:45 am – 10:00 am **Q & A with Dr. Gardner**
BALLROOM

10:00 am – 10:30 am **Morning Break with Partners & Exhibitors**
PREFUNCTION



10:30 am – 11:15 am **CXO – The Emerging C-Suite Role**
BALLROOM *The Patient Experience as Part of the Strategic Plan*
 KRIS WHITE, CO-FOUNDER, AEFINA PARTNERS

Gone is the era of programs intended to help organizations achieve good “customer service” in health care. The foundational principles of creating systems and processes to fully engage patients and their families in their care, through focusing on effective partnerships, is foundational to health care organizations and providers thriving in the future. In the session, Ms. White will discuss the urgent need to align and integrate strategically around this intent, while understanding the collateral benefits to quality, safety, efficiency, financial vitality and provider satisfaction.

11:15 am – Noon
BALLROOM **Carrot and Sticks – Cardiovascular Payer Incentive Programs**
 CATHIE BIGA, PRESIDENT & CEO, CARDIOVASCULAR MANAGEMENT OF ILLINOIS

We will review the myriad of “value” programs related to the CVSL as well as the practice settings. Integrating these programs often allows for a better coordination. The integration of finance (aka efficiency) and quality is here to stay and while you might think this movement to value is slow—this session will highlight the impact you will realize in your SL if you are not preparing AND changing your systems now.

Noon – 1:15 pm
ANDERSON/BERG **EDUCATIONAL SPOTLIGHT LUNCHEONS (CHOOSE 1 OF 2)**
 • **SPOTLIGHT 1**

Delivering Value Beyond the Device – Sponsored by Boston Scientific
 JIM MAYBERRY, VP, GLOBAL HEALTHCARE SOLUTIONS AND CORPORATE ACCOUNTS

Boston Scientific is expanding our capabilities to deliver value—both through and beyond the device. Please join us for lunch to learn more about this journey and how we can deliver “speed-to-results” in reaching your service line objectives. For example, you will hear about the robust technology pipeline and services that are available today to eliminate waste and reduce variation in patient care. Jim Mayberry, VP, will lead the discussion and share the vision of the global healthcare solutions organization.

- Operational Efficiency: eliminating waste and removing variation in patient care
- Financial Health: technologies that drive topline revenue and margin improvement
- Quality Outcomes: tools, technology and techniques that improve care across the patient care pathway
- Patient Experience: tools that assist in educating patients in a way that they can understand

MAYS/MERTZ • **SPOTLIGHT 2**

A Novel Oral Anticoagulant for Reducing the Risk of Stroke and Systemic Embolism in Patients With Nonvalvular Atrial Fibrillation – Sponsored by Janssen

FRANK GAFFNEY, MD, OKLAHOMA HEART INSTITUTE, TULSA, OK

At the end of presentation attendee will have better understanding of clinical data supporting use of NOAC in NVAf patients:

- appropriate patient selection and dosing
- review of safety and efficacy data and patient breakdown in clinical trial program
- opportunity to engage presenter to discuss real world experience with NOAC and how this has impacted his patients and practice



1:15 pm – 1:30 pm Check email, return phone calls
1:30 pm – 2:30 pm **BREAKOUT SESSIONS (CHOOSE 1 OF 2)**

ANDERSON/BERG

• **SESSION 1**

Navigating the Tensions Between Fee-for-Service Reimbursement and Population Health: Implementing IHI's Triple Aim at the Department Level

TERRY CARTER, DIRECTOR, CARDIOVASCULAR SERVICE LINE, HEALTHPARTNERS

KATIE MORIARTY, MD, PHD, DIRECTOR OF CONGESTIVE HEART FAILURE CLINIC AND CARDIOVASCULAR RESEARCH, HEALTHPARTNERS

Moving from a history of private practice to today's triple aim focus is often accompanied by challenges. We explore our history of building an integrated care system that provides a focus on quality care, financial stability and a positive physician culture. The uniqueness of this model allows us to develop innovative care in ways that differentiate us from the competition.

MAYS/MERTZ

• **SESSION 2**

Strategic Telehealth Deployment

CHRIS BENT, SENIOR VICE PRESIDENT, CLINICAL SERVICES LINES, ALLINA HEALTH

MARC C. NEWELL, MD, FACC, DIRECTOR, TELECARDIOLOGY PROGRAM, MINNEAPOLIS HEART INSTITUTE

The service line approach to the development and deployment of care systems that span the full care continuum is the contemporary transformative delivery model. The model is disruptive, challenging traditional organization structures and merging divergent leadership and decision making cultures. Early adopters of the model have learned that the important factor of culture is often the most elusive but critical predictor of the model's success.

2:30 pm – 3:30 pm **BREAKOUT SESSIONS (CHOOSE 1 OF 2)**

ANDERSON/BERG

• **SESSION 1**

Co-Management Version 2.0

DR. REGINALD BLABER, EXECUTIVE DIRECTOR, LOURDES CARDIOVASCULAR INSTITUTE; VP CARDIOVASCULAR SERVICES; CHAIRMAN, DEPT OF MEDICINE, OUR LADY OF LOURDES MEDICAL

Aligning physician incentives and work with hospital incentives and success is the aim of co-management. Dr. Blaber will discuss how Lourdes Cardiovascular Services has created a successful co-management agreement, as well as how they have activated a value-based culture as a byproduct of the contract's execution. Dr. Blaber will explain how the co-management culture serves as the foundation of a specialized, cardiovascular clinically integrated organization capable of successfully managing value based contracts such as bundles and shared savings.

MAYS/MERTZ

• **SESSION 2**

Skating to the Puck – Strategies to Succeed with the 2-Midnight Rule

CATHIE BIGA, PRESIDENT & CEO, CARDIOVASCULAR MANAGEMENT OF ILLINOIS

While many think this rule has been delayed; in reality it is only the RAC focus that has been postponed. If you have not reconfigured your patient flow; maximized your operational efficiencies; and ensured you have pre and post procedural protocols – you will feel the financial impact. Getting paid for inpatient short LOS does not mean you will retain those dollars – as many systems have seen via prepayment and RAC audits. This session will focus on the cath and EP lab protocols and processes that focus on high quality-best patient outcomes at low cost.

3:30 pm – 4:00 pm
PREFUNCTION

Break with Corporate Partners and Exhibitors – Sponsored by Abiomed



4:00 pm – 5:00 pm **BREAKOUT SESSIONS (CHOOSE 1 OF 2)**

ANDERSON/BERG

• **SESSION 1**

Cardiovascular Service Line Integration with the E.D.

CATHY PUETZ, MD, EMERGENCY PHYSICIAN

JOEL SAUER, VP, MEDAXIOM CONSULTING

One of the most challenging dynamics in medicine is the relationship between Cardiology and the Emergency Department. It is also critical for good patient care so the handoff needs to be done right – and fast. In this presentation you'll hear a real-life example of successful collaboration between Cardiology and the ED to smooth out a previously rocky transition. Centered on the atrial fibrillation patient and from the perspective of the ED physician, you will see the process used to find consensus and the ultimate solutions employed at this busy ED and cardiac program.

MAYS/MERTZ

• **SESSION 2**

Physician Compensation in a Value Based Environment

JEFF OZMON, VP, MEDAXIOM CONSULTING

TERRY HEATH, ESQ., HALL RENDER KILLIAN HEATH & LYMAN

The U.S. healthcare system is in the early stages of a transition from a volume-based to a value-based reimbursement methodology that will take many years to take effect. Today organizations, including hospital-based and independent medical groups, are considering how to adapt to a payment environment that rewards value over volume. This session will explore compensation models that are transitioning compensation plans into a framework that utilizes non-productivity metrics, as well as explore the legal consideration for physician compensation plans under a value based incentive model.

5:00 pm – 6:00 pm

PREFUNCTION

Reception with Partners & Exhibitors – Sponsored by Abiomed

6:00 pm

Dinner on your own



FRIDAY, JUNE 20, 2014

6:45 am – 8:00 am

EDUCATIONAL SPOTLIGHT BREAKFAST

ANDERSON/BERG

**Changing the Paradigm of Heart Failure Management:
Real-World Applications for Advances in Hemodynamic Monitoring
– Sponsored by St Jude Medical**

MISSY H. JENSEN, MSN, APRN-BC, CHFN, HEART FAILURE SPECIALIST,
CARDIOMEMS, INC./ST JUDE MEDICAL

Heart Failure professionals across the United States and the globe realize the ever-increasing burden of heart failure for patients, families, clinicians, and health care systems alike. Efforts to reduce hospitalizations and improve quality of life for patients suffering from heart failure have not proven to be universally successful. Disease management programs for heart failure have demonstrated gains in reducing hospital admissions, and improving the medical treatment of heart failure patients. However, such programs are extremely resource-dependent and still struggle with how to effectively manage the “sickest of the sick” heart failure patients.

Heart Failure clinicians now have new technology to help effectively and efficiently manage this complex patient population. This discussion will provide an introduction to the Champion PA Pressure Monitoring System and its role in the management of heart failure.

Upon completion of this session, participants will be able to:

- Identify three challenges cardiovascular systems face with regard to successful heart failure disease management
- List three benefits of daily hemodynamic monitoring in the outpatient management of heart failure
- Describe two unique features of the Champion PA Pressure Monitoring system that will help clinicians and health care systems better treat chronic heart failure patients.

General Session

8:00 am – 8:45 am

BALLROOM

**Transformation of Healthcare through Accountable Care and
Clinical Integration Models**

CHRIS LLOYD, CEO, MEMORIAL HERMANN PHYSICIAN NETWORK
CEO, MEMORIAL HERMANN ACCOUNTABLE CARE ORGANIZATION

The Memorial Hermann Physician and Accountable Care Organization is one of the largest, and reportedly most successful integrated physician organizations in the country. As part of the Memorial Hermann Health System in Houston, TX, the physician organization includes 4,00 practicing physicians. This presentation will address structures, deployment mechanics, market and payor engagements, and outcome measurement.

8:45 am – 9:00 am

BALLROOM

Q & A with Chris Lloyd

9:00 am – 9:45 am

BALLROOM

TAVR Sustainability

KRISTIN DOSTER, DIRECTOR, REGIONAL PROGRAMS; PRAIRIE HEART INSTITUTE OF ILLINOIS

The advent of transcatheter aortic valve replacement offers patients a less invasive alternative to surgical valve replacement. However, with complex reimbursement models and competition for market share, long-term sustainability can be challenging and complex. TAVR Program Sustainability will provide information on TAVR patient selection, cost-effectiveness, and community education and marketing.



9:45 am – 10:00 am **Q & A with Kristin Doster**

BALLROOM

10:00 am – 10:45 am **Service Line Outreach: Assessing Priorities**

BALLROOM

DENISE BROWN, VP - BUSINESS INTELLIGENCE SOLUTIONS AND SENIOR CONSULTANT,
MEDAXIOM CONSULTING, BELLEAIR, FL

After the integration or alignment of multiple groups or subspecialties into a service line structure comes the delicate task of dismantling and logically redistributing service hubs and precious system assets, such as clinical equipment and provider resources. Therefore, organizations require a disciplined methodology in which to assess their current state market share and prioritize an optimal outreach plan for their new future.

10:45 am – 11:00 am **Challenges, Solutions and Take Away TO DO's**

BALLROOM

11:00 am

Adjourn