



PHILIPS

Healthcare

Transformation Services

An innovative and cross-continuum approach to care management redesign

Philips Healthcare Transformation Services helps develop a new care management program for AMITA Health

Who/where

AMITA Health (AMITA), a multi-hospital health system created through a joint operating agreement between Adventist Midwest Health and Alexian Brothers Health system.

Challenge

AMITA needed a new model for care management, instilling a cultural shift across all levels of the organization. The new model was required to provide patient-centric population health management to enable value-based care strategic initiatives.

Solution

Philips provided an innovative, collaborative, and phased approach to care management redesign which aligned with AMITA's vision of delivering high-quality, faith-based care.

Results

Philips helped AMITA build a common vision of care coordination across its diverse care settings, engaged the frontline staff and physicians in designing and testing a human-centric care management program prototype, and delivered an integrated approach to support improved communication and coordination of care for high risk patients across the AMITA continuum.

AMITA Health (AMITA), a nine-hospital health system created through a joint operating agreement between Adventist Midwest Health and Alexian Brothers Health system, was looking to redesign its care management program in preparation for their transition to value-based care. They had engaged other consulting firms but those initiatives had not achieved the cultural shift needed. AMITA's leadership challenged Philips to transform their system – as well as their own mindset – to provide strong, patient-centric population health management aligned with their vision of delivering efficient, high-quality, faith-based care.

As a faith-based system, AMITA planned to develop a care management program centering on human needs and providing a holistic approach to integrated care coordination. The future program aimed to optimize staff and system resources, streamline transitions of care, and facilitate uninterrupted patient information flow.

In discussing their challenges and care management goals, AMITA believed the collaborative, patient-focused, and holistic approach recommended by Philips Healthcare Transformation Services would support a true care management redesign.

Over the course of 18 months, the Philips team helped AMITA develop and implement a redesigned care management program to support their goal of value-based care.

A unique approach

We believe that care management redesign requires cross-continuum change in alignment with value-based care transition. Our collaborative approach integrating domain expertise with a unique co-create methodology helps our consultants engage with client's stakeholders for supporting cultural change and shared decision making.

A phased process of vision building, rapid prototyping, and support for enterprise implementation helps healthcare systems like AMITA transition to sustainable, value-based care delivery models.

We believe the pillars of quality care management are:

- **Governance:** Focused on clinical/quality and financial objectives.
- **People and processes:** Starting with proactive identification of patients through risk stratification by data and clinical judgement, intervention to address specific unmet needs, coordination across an interdisciplinary team and diverse care settings including close engagement with patients, care givers, and physicians.
- **Measurements:** Providing relevant and timely feedback on the interim progress and the overall program outcomes.
- **Technology:** Enabling efficiency and effectiveness of the new care management program through automation and data analytics.

For the AMITA project, our consultants focused on the foundational care management pillars with specific attention to the human and cultural factors to facilitate a collaborative redesign of the care management program. Frontline staff, system leadership, and other stakeholders across the organization, were engaged in the entire process to develop a common vision and create and implement new care management processes, which would be supported throughout the organization.

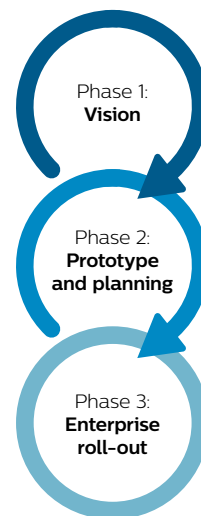
A collaborative and innovative process

Visioning

An enterprise-wide assessment was conducted to thoroughly review AMITA's care network and care management functions. Further insights were gained from data analysis, stakeholder interviews, and observations conducted across all sites of care. This process helped to gather a comprehensive view from differing roles and sites. This assisted in developing an understanding of the existing care management practices and identified gaps and opportunities for improved care delivery processes.

Our team engaged stakeholders across the organization in collaborative discussions, workshops, and review sessions. Frontline staff, system leadership, and others throughout the organization were included to build a common vision supported by all levels. This was a critical component in building a shared vision of care management which provided a foundation of providing quality care across the continuum.

Cultural changes were implemented early on in the program through empathic design focusing on the needs of eight unique population cohorts in the community, rather than the patients seen at acute care settings only. This supported the transition to value-based care and alignment with AMITA's vision of delivering efficient, high-quality, faith-based care.



Care management framework



Governance

Clinical and quality
Financial



People and processes

Stratification	Intervention
Coordination	Engagement



Measurements

Clinical and financial performance goals



Technology

Healthcare systems and software
Advanced analytics



Prototyping and planning

Next, we took the general ideas prioritized during the Visioning phase to build a practical program and test it in an “innovation sandbox”, a live operational environment with limited scale for rapid learning and improvement.

We connected with the frontline staff and physicians to understand their existing practices and identify potential resources to leverage as well as immediate gaps to close when building the new program. With these insights gained, interdisciplinary team members across AMITA came together for a collaborative co-create workshop to identify tangible program elements with the key care management processes: Identification, Intervention, Coordination, and Engagement.

We used these program elements to sketch out the skeleton of the target program. In the following weeks, working with the front line staff, we gradually fleshed out detailed workflows and tools. Process as well as outcome key performance indicators (KPIs) were identified with inputs from leadership as well as operational leaders to provide a feedback mechanism throughout the program redesign.

The newly developed program then went into live testing with a limited number of core users including frontline staff and physicians. During the 2-3 months testing period, the Philips team made rapid rounds of on-site support and huddles calls, and together with a mid-point check-in with the core users, we helped quickly mature the new program through facilitated learning, sharing, and program adjustment with the testing team. A final co-create workshop brought both active testers as well as stakeholders from AMITA together to gather lessons learned, finalize the program design, and identify the key considerations for enterprise expansion.

In collaboration with AMITA’s leadership team, Philips consultants helped identify systematic expansion options for deploying the pilot-tested program across the enterprise and with future advancement of additional programs, connecting lessons learned to AMITA’s organizational strategy, vision, and beliefs.

Enterprise expansion

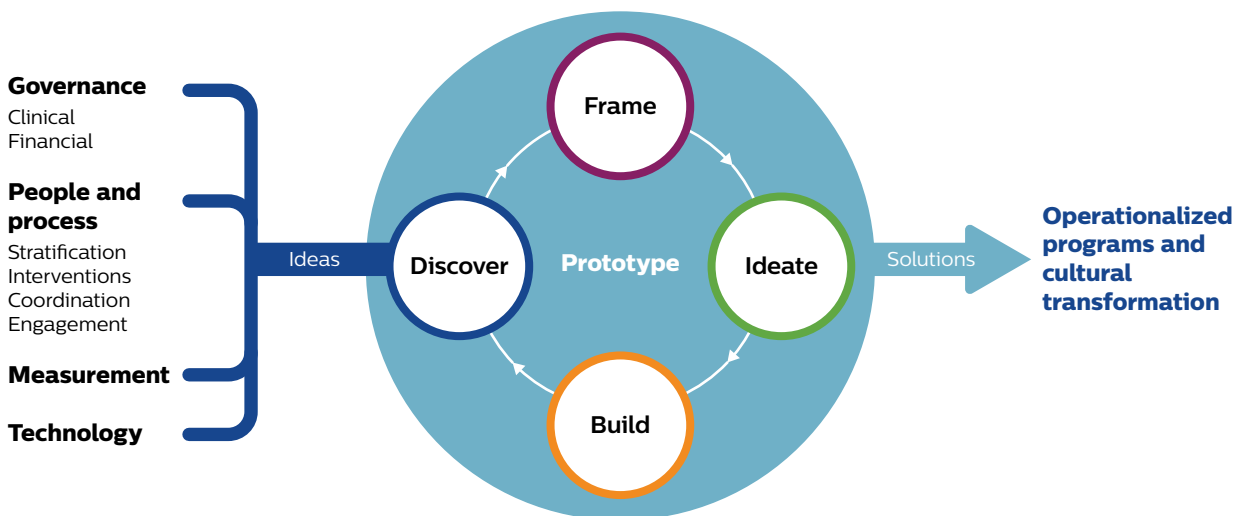
Following the prototype and expansion plan, we focused on helping AMITA to strengthen the cultural and operational changes with both leaders and frontline staff across the enterprise, and to grow an internal set of capabilities for future care management innovations. Our consultants worked with individual operational leaders to embed the new program into daily operations and enabled the cultural and operational changes with leadership and frontline staff to sustain the transformation. A train-the-trainer approach was developed to educate frontline staff in a phased rollout and sustain the ownership of the operational leaders in the new program.

As continuous innovation centering on human needs is a core competency for AMITA, we are helping the organization develop internal capabilities by sharing our key methodologies as well as providing advisory support as the AMITA team takes on more of a leading role with program expansion.

The AMITA-Philips project team is on track to complete the program roll-out by mid-2017, a little over two years after commencing the journey of care management redesign.

“ The unique approach that Philips brought was their co-create process which allows for members of many different teams to come together and not only design the optimal patient experience but design their role within that experience.”

Trisha Cassidy
Chief Strategy Officer, AMITA Health



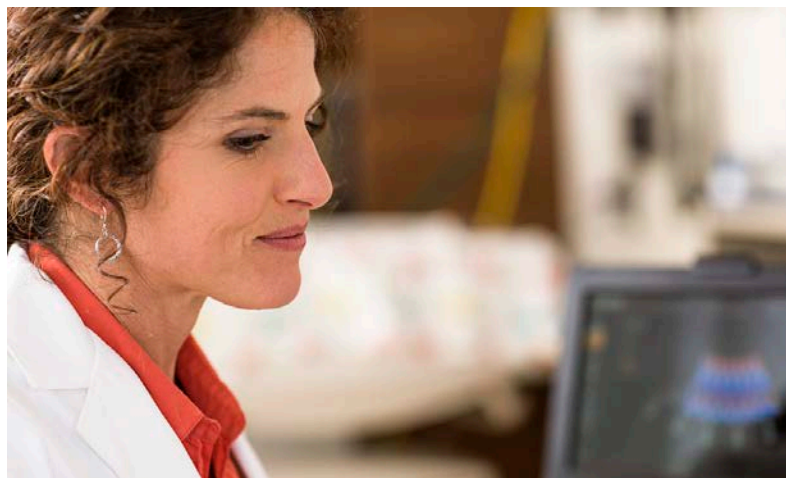
Sustainable results

Through strong stakeholder engagement and human-centric design, Philips helped AMITA build a common Vision of Care Coordination across its diverse care settings supported by all levels of the organization. Based on this vision, our consultants engaged the frontline staff and physicians in designing and testing a human-centric care management program prototype that improved communication and coordination of care for high risk patients across the AMITA continuum.

Engagement results include:

- Built a common vision supported by all levels of the new AMITA team.
- Designed and tested a human-centric care management program prototype that engaged the frontline staff and physicians to improve communication and coordination of care for high risk patients.

Philips and AMITA will continue to leverage the high level of engagement from staff and stakeholders to expand the program across the entire AMITA continuum. To support sustainability, further recommendations will be provided in regards to operational readiness improvements and continuous program enhancements.



Learn more

Through collaborative and patient-focused engagements, Philips Healthcare Transformation Services can help you unlock insights and opportunities to solve your most complex challenges of care delivery. We can help you achieve meaningful and sustainable improvements in clinical excellence, operational efficiency, care delivery, and financial performance to improve value to your patients. For more information, please visit www.philips.com/healthcareconsulting.



“ How do all of these components work together from a care management perspective? That’s really what Philips was asked to do, is to help us understand our self, help us think differently about our self, and help us begin to craft a new, transformative approach to the work that we do with our patients and families.”

Mark Frey
CEO, AMITA Health

