Medical Leadership
Eight Steps for “Moving the Colony”

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If I were to transform my health system/practice to be best in class to care for older adults and those with complex illness......

How Could I help Lead this Change?
Leadership

- Heroic Passion
- Vision
- Servant Leadership
- Negotiating
- "Level 5" Leadership
- Emotional Intelligence
- Accountability

Reynolds Conference
Key Characters

Can you name these folks in your institution?

- Fred
- Alice
- Dr NoNo
- Buddy
- Professor
- Louis
- Scout

http://www.kotterinternational.com/our-principles/our-iceberg-is-melting/understandingiceberg
The Four Camps of Healthcare Organizations

1. Paralyzed by Confusion
2. Embracing the Opportunities
3. Happily Existing in Denial
4. Resigned to Acceptance

Resiliency

Greater

Resilience

Lower

Lower

Greater

Understanding
The 8 “Physics Laws” of Change

1. Create a sense of urgency
2. Create the guiding coalition.
3. Developing a vision and strategy.
4. Communicating the change vision.
5. Empowering broad-based action.
7. Consolidating gains and producing more change.
8. Anchoring new approaches in the culture.
The Eight–Stage Process of Creating Major Change:

1. Establishing a sense of urgency.
   – Examining the market and competitive realities.
   – Identifying and discussing crises, potential crises, or major opportunities.
The Goals of Transformation: Accountable Care Act and Accountable Care Care Organizations

Current Fee For Service System

Value Based Health Care System

- Integrating Care Across the Continuum
- Aligning Incentives for Value and Quality
- Reducing the Cost Curve

Most Healthcare Systems do not recognize the community

The Community Based Organizations
Eyes on the Top Users

Medicare FFS:

10% of Beneficiaries

57% of Costs
The Eight–Stage Process of Creating Major Change:

2. Create the guiding coalition.
   – Putting together a group with enough power to lead the change.
   – Getting the group to work together as a team.

So enough with the talk. Let’s do something!
The Eight–Stage Process of Creating Major Change:

3. Developing a vision and strategy.
   – Creating a vision to help direct the change effort.
   – Developing strategies for achieving that vision.

"The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it."

Michelangelo
The North Star:

• Aim for “community ACO model” and arrangements to ensure that:
  – When any older person in your area must live with serious chronic illnesses in the last phase of life,
  – That frail older adult can count on living as meaningfully and comfortably as possible,
  – At a sustainable cost to our families and to the society.
The Eight–Stage Process of Creating Major Change:

4. Communicating the change vision.
   – Using every vehicle possible to constantly communicate the new vision and strategies.
   – Having the guiding coalition role model the behavior expected of employees.
ACE Interdisciplinary Team

Summa Health System, Akron, Ohio
The Eight–Stage Process of Creating Major Change:

5. Empowering broad-based action.
   – Getting rid of obstacles.
   – Changing systems or structures that undermine the change vision.
   – Encouraging risk taking and nontraditional ideas, activities, and actions.
Hospital stay may speed decline among elderly

Study is first to gauge risks to cognitive function

By Janice Lloyd
USA TODAY

Hospitalization of older people might place them at higher risk for accelerated cognitive decline, a study suggested Wednesday.

Stick to proper dosages

Marie Bernard, deputy director of the National Institute on Aging, says following these steps can help older people avoid problems stemming from hospital stays:

- Take medications as prescribed and try to prevent medical problems.
- Contact health care provider when a concern occurs to see if you can be treated as an outpatient.
- When staying in a hospital, whether as a family member or patient, do not

“The focus of acute care is taking care of the medical problem and not the care of the elderly down the road.”

Barbara Resnick, American Geriatrics Society
The Eight–Stage Process of Creating Major Change:

   – Planning for visible improvements in performance or “wins”.
   – Creating those wins.
   – Visibly recognizing and rewarding people who made the wins possible.
Synergy deemed ‘unprecedented’

Warner impressed by plan to reduce readmissions of Medicare patients

BY PRUE SALASKY
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NEWPORT NEWS — More than half of hospital readmissions of Medicare patients within 30 days result from socio-economic factors and the physical environment, compared to just 10 percent for medical reasons, Kathy Vesley-Massey, CEO of Bay Aging, said at a forum hosted by the Eastern Virginia Care Transitions program.

Bay Aging is the lead agency in the program, which is a collaboration of five agencies on aging, four health systems, 11 hospitals and multiple other health providers. The group is two years into a five-year Medicare pilot project to bring down patient costs and reduce 30-day re-

Vesley-Massey said at the roundtable presentation with two dozen stakeholders and U.S. Sen. Mark Warner, D-Va., at Riverside Re-

that the eastern Virginia program still leaves gaps, particularly in addressing mental health readmissions. These form a high per-
The Eight–Stage Process of Creating Major Change:

7. Consolidating gains and producing more change.
   – Using increased credibility to change all systems, structures, and policies that don’t impeded the transformation vision.
   – Hiring, promoting, and developing people who can implement the change vision.
   – Reinvigorating the process with new projects, themes, and change agents.
Evidence-Based Geriatric Care Models Serve as Cost “Stabilization Wedges”

ACE/Geri Consults
ACE Units
ACE Tracker
Care Transitions
INTERACT
CTI with EVCTP
NICHE
Delirium Prevention Protocols
HELP Program
PACE Program
Medical Home
House Calls
Continuum of Compassionate Care
Palliative Care Programs

Health Care Costs

Costs with care as usual

Continuing Health Care Expenditures

Pacala, Socolow. Science 2004;305:968-72
The Eight–Stage Process of Creating Major Change:

8. Anchoring new approaches in the culture.
   – Creating better performance through customer- and productivity-oriented behavior, more and better leadership, and more effective management.
   – Articulating the connections between new behaviors and organizational success.
   – Developing means to ensure leadership development and succession.
… The Question is not “If?”…
It is “How?” and “When?”