

California Health Improvement Project (CHIP)

Leveraging an Innovation Center to Build Capacity for Practice Transformation

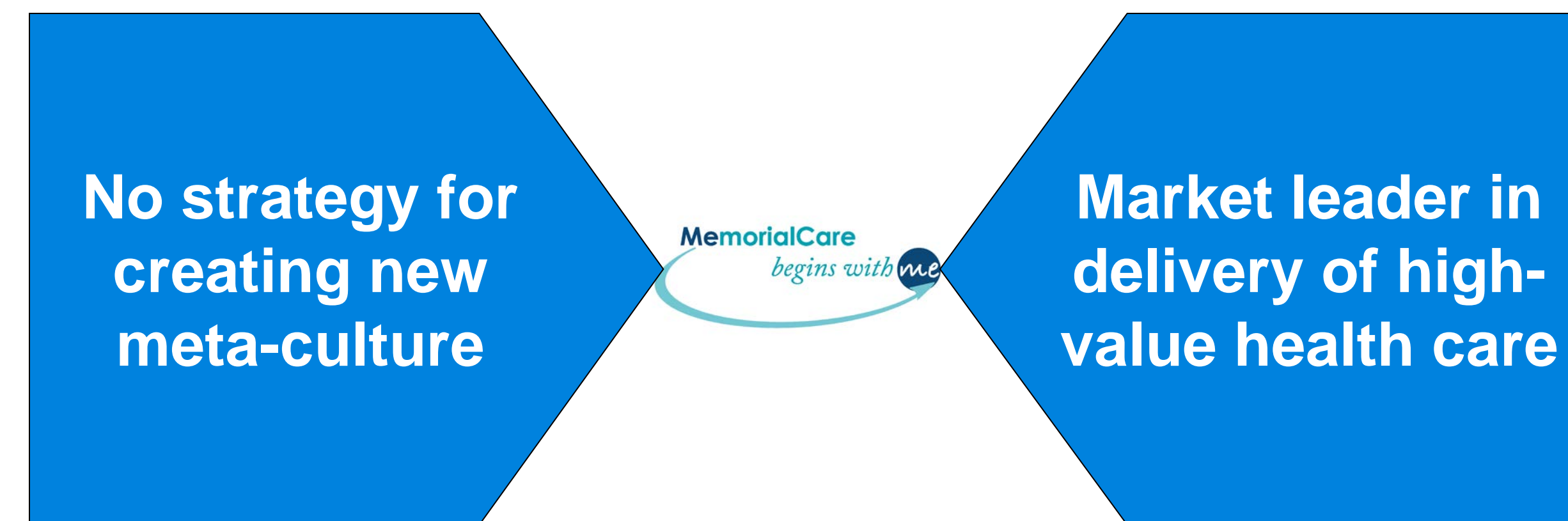
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Problem Statement and Underlying Causes

THE PROBLEM: No strategy for leading organizational change following merger of high-performing physician groups to become MemorialCare Medical Group.

THE UNDERLYING CAUSES:

- Merger of 4 distinct cultures
- Geographical fragmentation
- Focus on growth via acquisition (versus via innovation)
- No incentive for change from volume to value



Project Description

Develop and execute an operational strategy for implementing the Patient-Centered Medical Home (PCMH) aka Practice Transformation model across MemorialCare Medical Group clinical sites to maximize delivery of Triple Aim+1 (quality/cost, patient experience, population health, and professional needs of providers and staff).

Goal and Objectives

Goal: To maximize delivery of Triple Aim+1 across MemorialCare Medical Group offices by building capacity to implement the PCMH/Practice Transformation model to provide high quality health care at a reasonable cost and an enhanced patient experience leading to better health and well-being (physical, emotional, spiritual, and civic)

Output-oriented Objective:

- Develop and implement standardized PCMH training modules across 16 clinical sites by end of FY2015
- Collect and report monthly PCMH metrics reflecting a robust balance of clinical, operational, and experience outcomes

Outcome-oriented Objective:

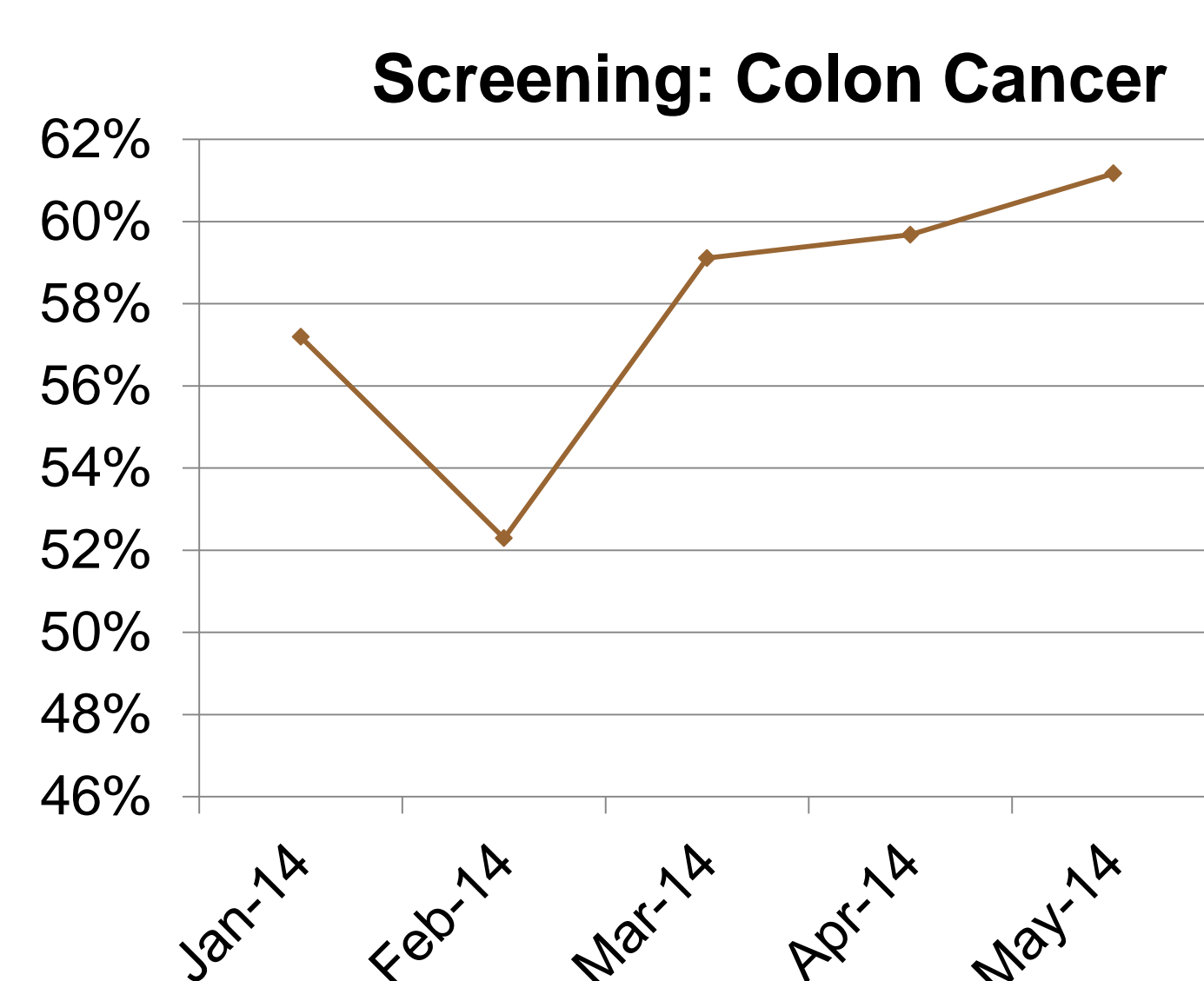
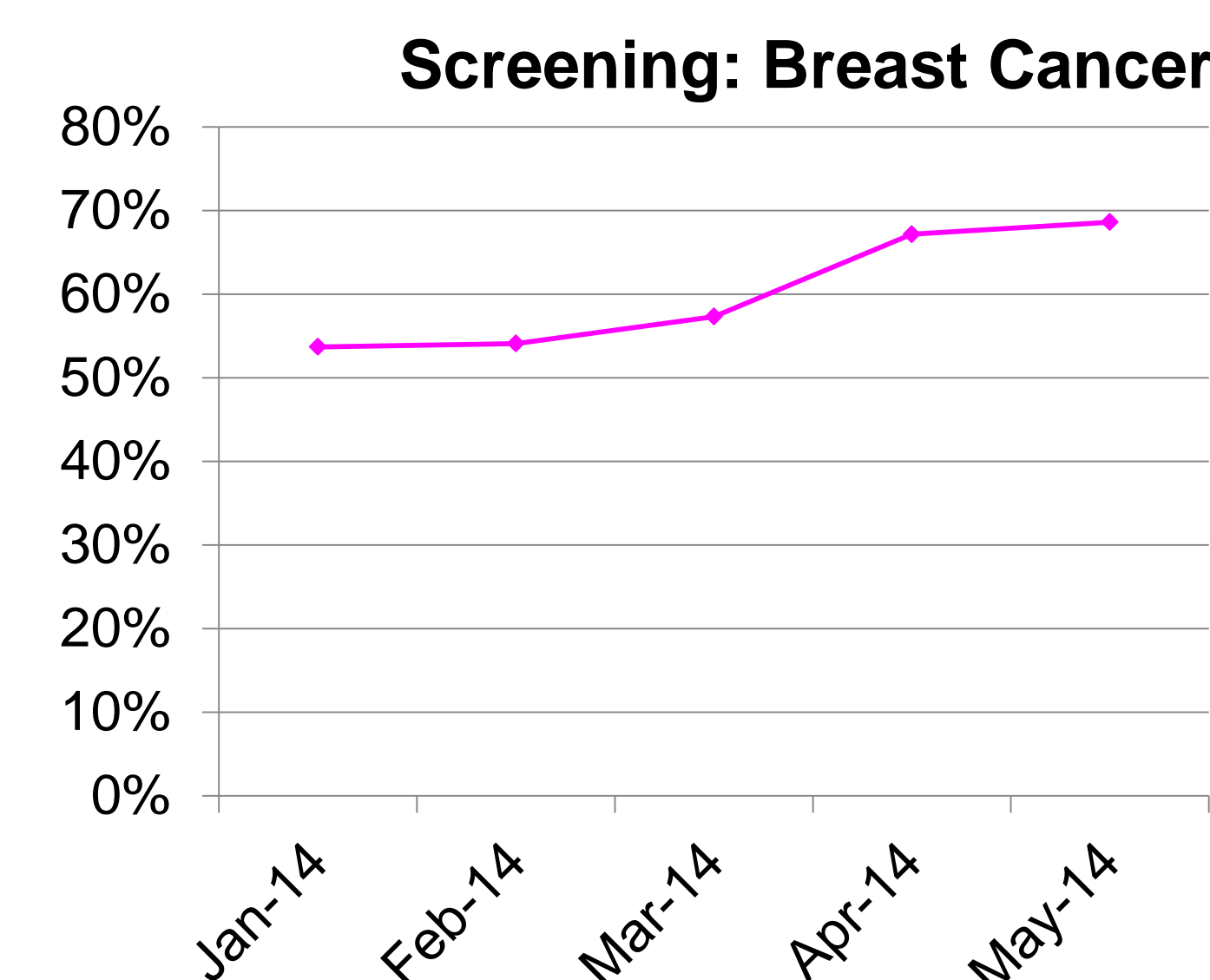
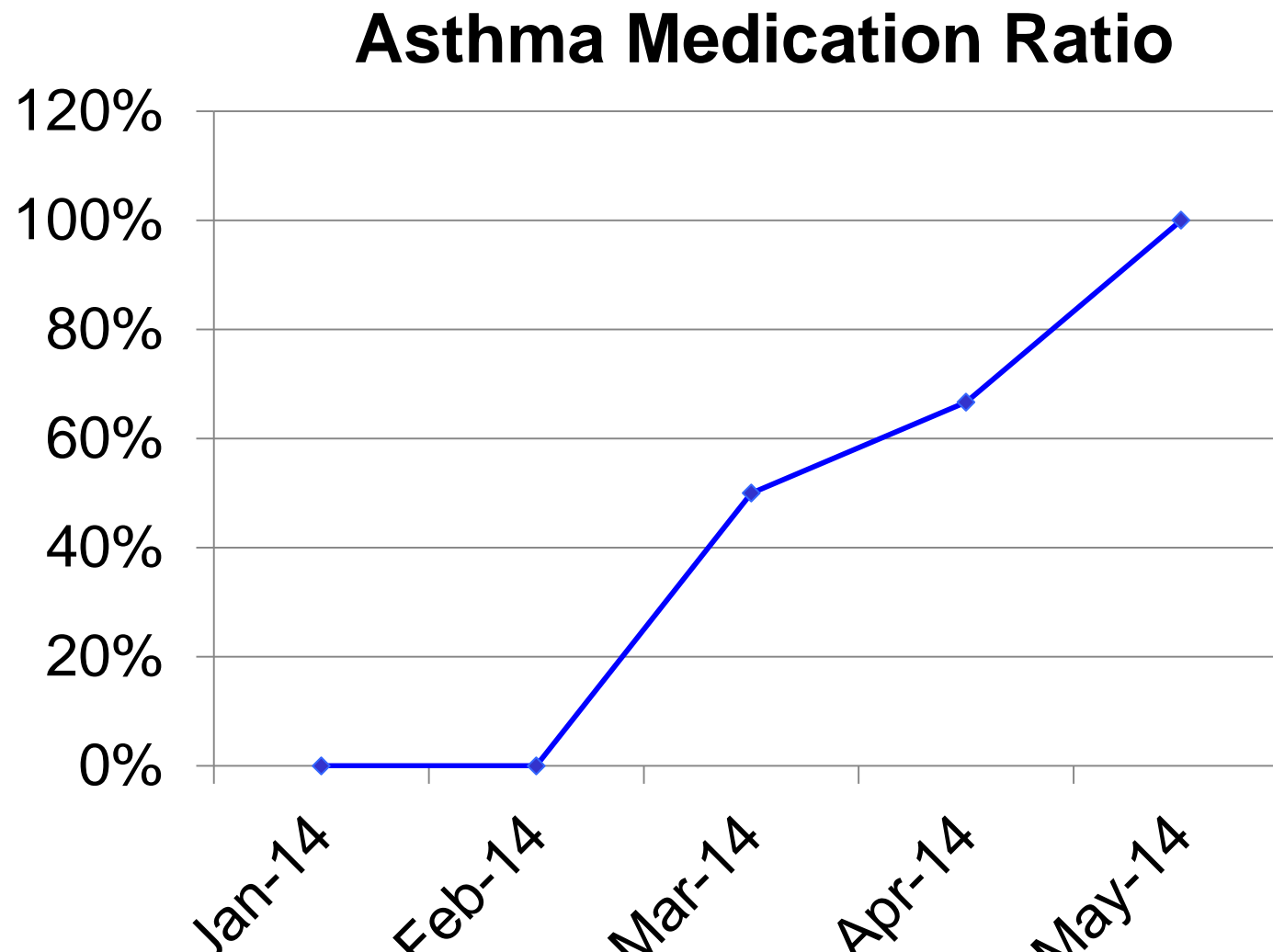
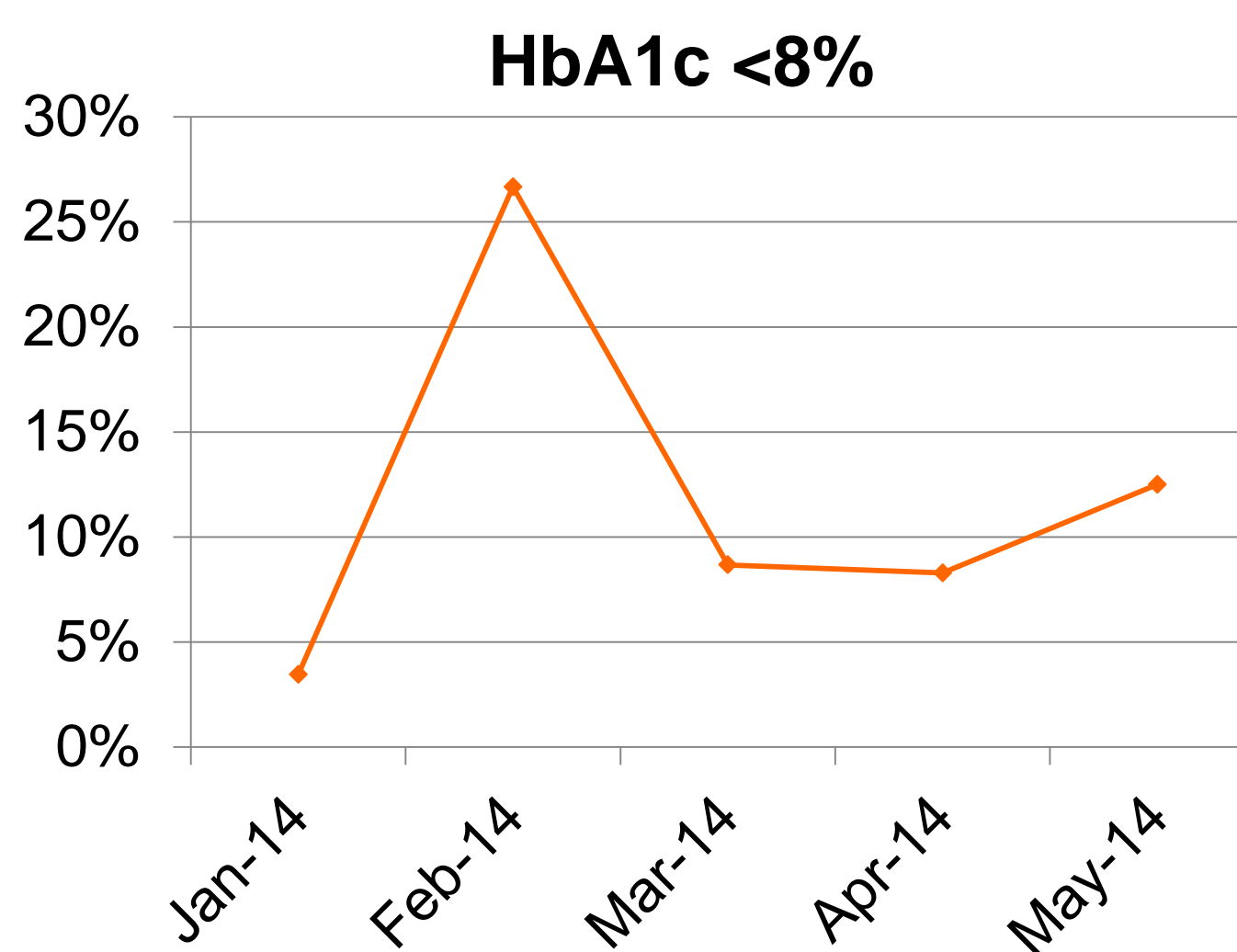
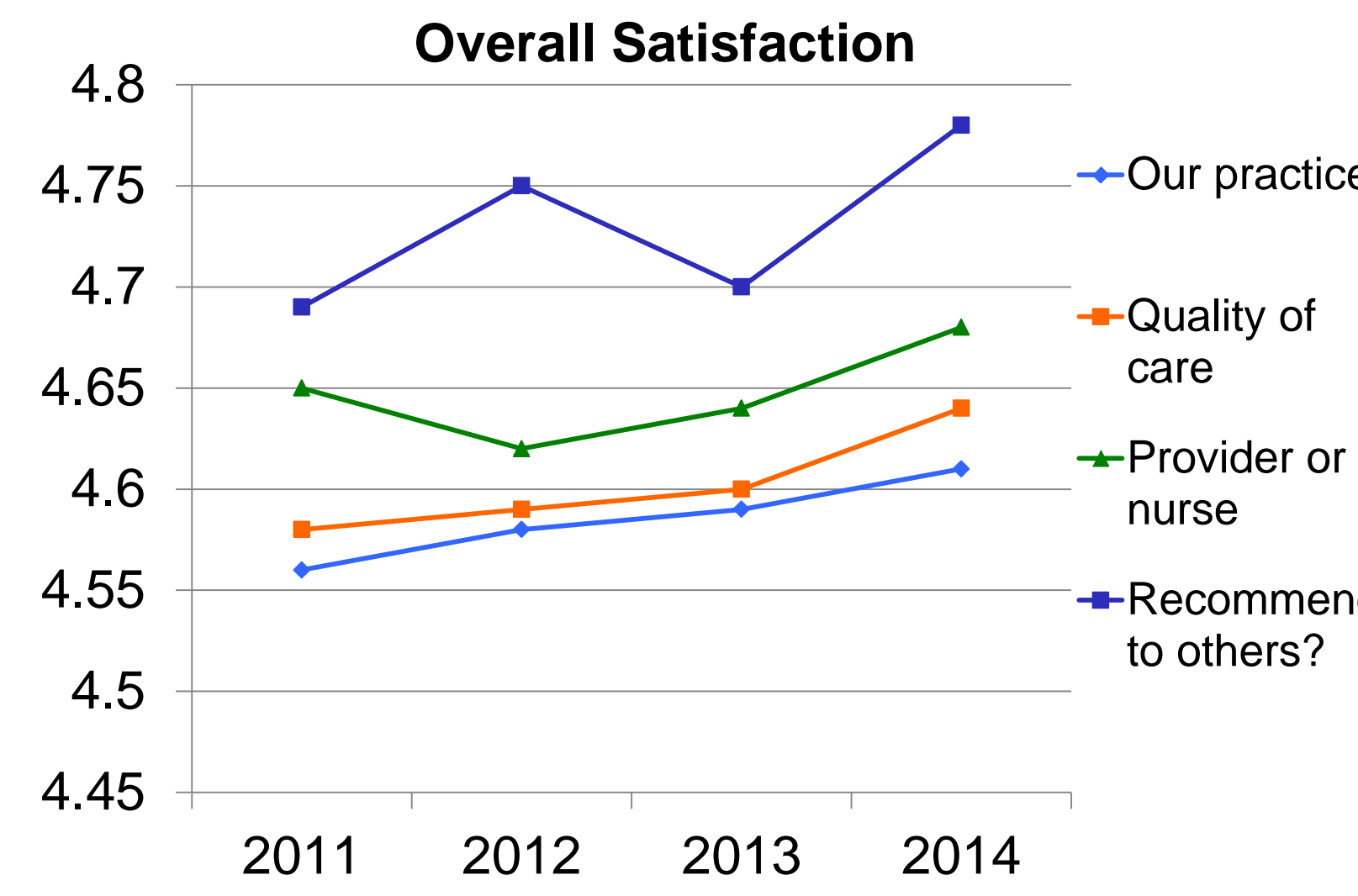
Demonstrate 10% improvement in clinical outcomes, in patient and provider | staff experience, and in overall cost by end of FY2015

Outputs & Outcomes

Outputs Achieved

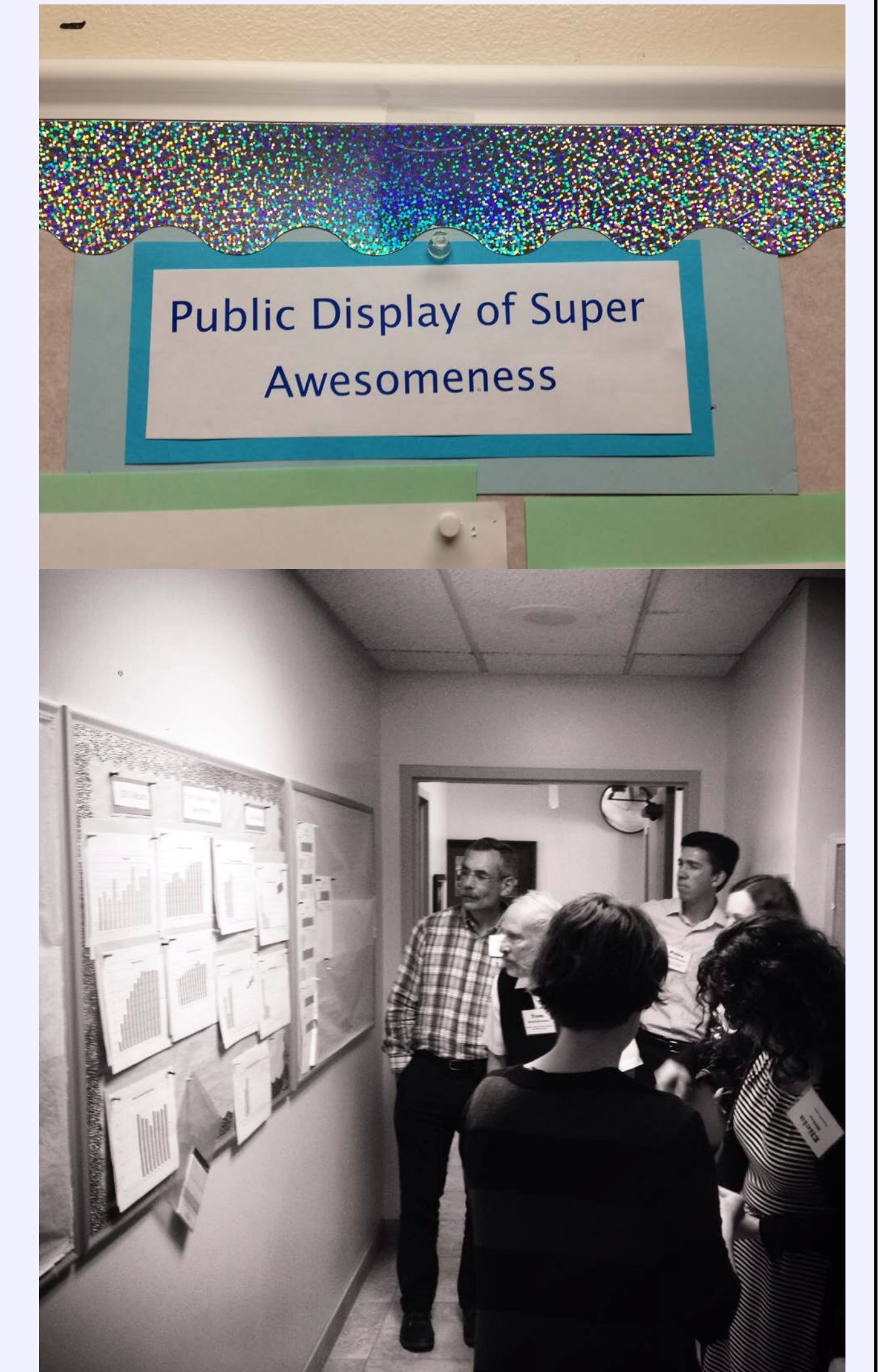
- Formed leadership dyads (clinical + operational)
- Rebranded PCMH -> Practice Transformation
- Negotiated \$100,000 commitment x 1 year for Innovation Center by MCMG Physician Executive Committee
- Developed balanced set of metrics (clinical, operational, and experience)
- Accessed available data streams; identified new data streams
- Standardized training modules
- Planned scale up of practice model from Long Beach to San Clemente
- Received approval of operational budget and for new analyst and administrative assistant

Outcomes Achieved



Lessons Learned

- **Organizational change (transformation) is a continual process of step-wise strategic improvement requiring regular input from numerous stakeholders**
- **Aligning incentives with a vision or mission statement coupled with open sharing of testimony and supporting data about the change experience can be a powerful catalyst for change**
- **Leadership dyads with clinical and operational expertise can be an effective model for practice coaching at the group and at the office level**
- **Building capacity for practice transformation should help maximize delivery of Triple Aim+1 in primary care offices and medical groups throughout California**



About My Organization

MemorialCare Health System is a not-for-profit integrated delivery system which includes six Hospitals and a Medical Foundation:

MemorialCare Medical Foundation:
MemorialCare Medical Group
Greater Newport Physicians Independent Practice Association (IPA)

MISSION: "To improve the health and well-being of individuals, families and our communities through innovation and the pursuit of excellence."



Contact Me

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CHCF HEALTH CARE LEADERSHIP PROGRAM

To learn more about CHCF go to:
<http://futurehealth.ucsf.edu/>