



Bundled what? How?

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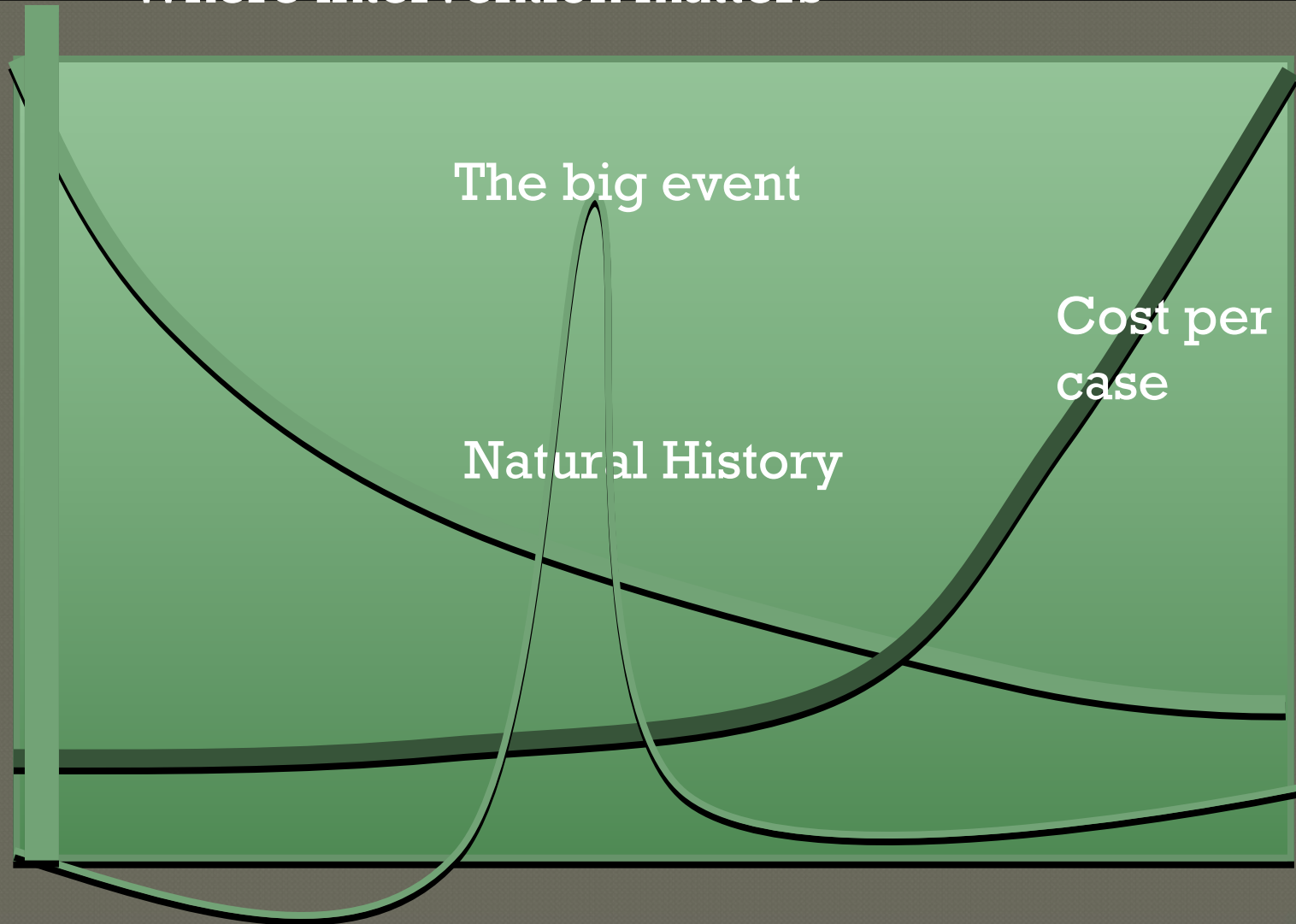
Conflict Confluence of Interest

- ◉ University of Michigan
- ◉ Mary Free Bed Rehabilitation Hospital
- ◉ Haig et al., Consulting
- ◉ Headhunters.
 - No. Real head hunters. Really.
 - Dinner with them just last week!

- ◉ Structures to execute bundling!

Back pain: When should a bundle start?

Where intervention matters



Go Blue and all that

- A spine program
- Back pain?
 - Simple self limiting
 - surgical cure
 - chronic condition.
- PM&R paid for?
 - Prevention
 - Help primary care
 - Save our surgeons
 - Feed the therapists
 - Workers comp and needles



University of Michigan strategies:

○ Micro-teams

- Acute
- Sciatica
- Pregnancy and back pain
- Work disability
- Sports
- Pregnancy

○ Targeted desirable markets

- Creative market-driven solutions
- Self-fulfilling prophecy of excellence

Ain't building a cath lab!

- Only rehab
 - No OR's or MRI scanners
 - No primary care docs
 - Profitable inpatient, therapies, break even doctors
 - Must partner all over the state...and add value

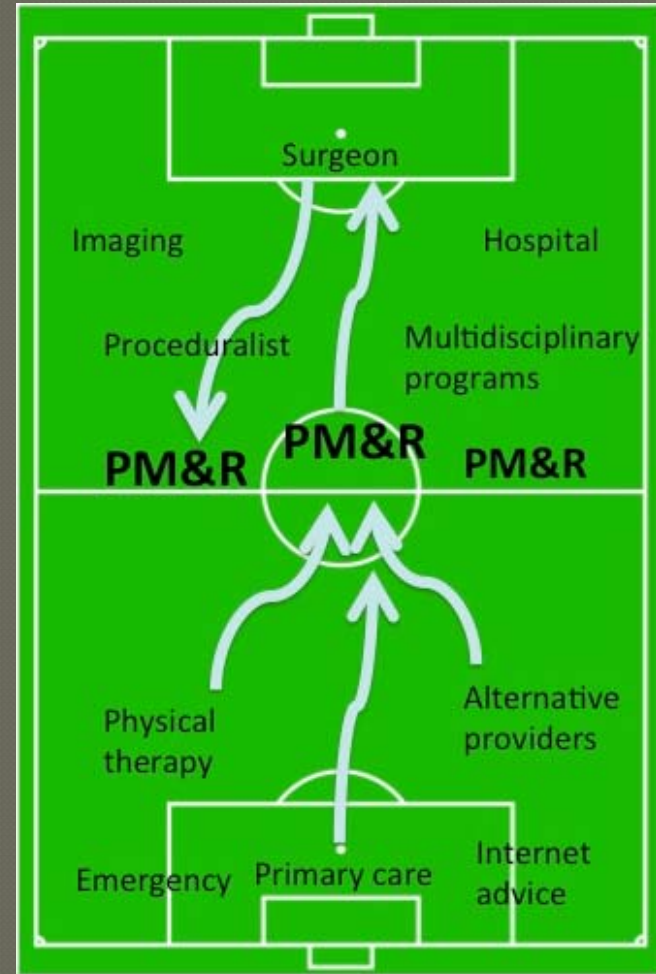


Mary Free Bed's strategies

- Push for whole-condition pricing
- Change from 'what's covered' to 'what's needed'
 - Telerehab?
 - Transportation?
 - Case managers?
 - Equipment, supplies?
 - New semi-clinical roles?
- Many win-win partnerships
 - Manage rehab units
 - Pre-hab
 - More aggressive inpatient consultations
 - Expand outpatient programs
 - Buy PM&R practices
 - Buy/relate to home health agencies, nursing homes
 - More sophisticated financial modeling
 - Partner for case management
 - Lobby payors towards creative solutions

Controlling the Midfield

- Consulting and partnering
 - hospitals/practices
 - Health care systems
 - Payors
 - Leaders
- The consulting machine
 - Political, financial, and leadership structures
 - Past, present, or future?
 - Complex but reproducible protocols



Haig et al., Consulting Strategies

○ Products

- BackQuack™ prevention program
- FastBack™ Emergency program
- Physiatry consult before surgery
- Multidisciplinary spine team assessment for chronic

○ Strategies

- Fill the interstitial spaces
- Work around local politics with leadership
- Partner with payors to incentivize midfield players
- Convince midfield players to take the lead

Meanwhile, on the opposite side of the planet...

- Brunei: An oil-rich little country on the island of Borneo.
- National health system
- The Sultan's in charge
- Planning over the **very** long term
- Everybody knows everybody
- (oh, yeah. No shrunken heads since WW II)



Brunei Ministry of Health strategies

- Rehabilitation?
 - No, The Department of Functioning
- Post-post-doctoral therapists?
 - No, rehabilitation technicians
- Strive for perfect handoff from ICU to rehab unit to local facility to home-based
- Ministry of Health?
- Not alone:
 - Youth Culture and Sports
 - Disability laws and policies
 - Sports
 - Obesity
 - Defense
 - Soldiers return to work
 - Education
 - Special education
 - Career paths
 - Finance
 - Foreign companies
 - Destination programs
 - **Bottom line: the national budget**

Your system? Your community? Our next steps?



Thanks to Susie Ho, M.D.