

Fifth National ACO Summit

Friday, June 20, 2014

Track Nine

9:00–10:30

AM

Clinical Leadership in ACOs

Mark Wagar, President, Heritage Medical System; Former President and Chief Executive Officer, Empire BlueCross BlueShield

1. **Darshak Sanghavi, MD**, Fellow and Managing Director, Engelberg Center for Health Care Reform, The Brookings Institution; Associate Professor of Pediatrics, Department of Pediatrics, University of Massachusetts Medical School (*Moderator*)
2. **Sachin H. Jain, MD, MBA**, Chief Medical Officer and Innovation Officer, Merck; Co-Editor-in-Chief, Health Care: The Science of Delivery and Innovation; Former Senior Advisor to Administrator, Centers for Medicare and Medicaid Services
3. **Sanjay K. Shetty, MD, MBA**, President, Steward Health Care Network; Associate Clinical Professor of Radiology, Tufts University School of Medicine
4. **John F. Vigorita, MD, MHA**, Chairman of the Board, Optimus Healthcare Partners; Chairman, Board of Managers of Vista Health System IPA; Chairman of Bioethics Oversight, Atlantic Health System; Medical Director, Mission Development

Panel Overview

Clinical leadership is a critical element of any ACO operation. Given the level of clinical, financial, and operational transformation necessary to become and succeed as an ACO, organizations need strong leadership who can define and operationalize a clear vision for accountable care. From a clinical perspective, ACO leaders must help providers to clearly understand how they are being assessed and what they need to do in order to achieve the dual aim of reducing costs and improving quality. Providers at all levels, including nurses and other non-physicians, of the ACO must also be empowered to transform care at both a patient and organizational level. This panel will discuss strategies for effective clinical leadership, challenges faced in helping to transform care within their organizations, success resulting from effective clinical leadership, and potential lessons learned for other ACOs.

Core Questions

- What are the most important elements of clinical leadership to help an ACO transform care across the organization?
- What strategies can ACOs use to empower all providers to be active in clinical transformation?
- How can ACO leadership most effectively integrate clinical, financial, and operational transformation to align all different aspects of the ACO?
- What lessons can newer or less developed ACOs learn from more mature ACOs in terms of cultivating a culture of change?
- How does organizational size and structure impact the kinds of leadership necessary to transform practice and succeed as an ACO?
- What are the major challenges or barriers, financial or otherwise, to cultivating clinical leadership and clinical transformation in ACOs?
- What are the most critical success resulting from more effective clinical leadership?

- 9:00 AM** **Mark Wagar, Heritage Medical System**
Mark Wagar will discuss initiatives and approaches taken at Heritage to engage physicians across the system and cultivate a culture of leadership with a unified vision for meeting the ACO's goals.
- 9:20 AM** **Darshak Sanghavi, The Brookings Institution**
Darshak will provide introductory framing remarks for the panel discussion and introduce the speakers in the order they will present.
- 9:25 AM** **Sachin Jain, Merck**
Sachin Jain will discuss strategies for physician leadership, drawing on his experience at CMS and work in health informatics.
- 9:30 AM** **Sanjay Shetty, Steward Health Care Network**
Sanjay will discuss how Steward has developed from a collection of Independent Practice Associations (IPAs) into a network of providers; the ways in which the move to an ACO has necessitated some new and different clinical leadership strategies; the importance of engaging providers across the care team in clinical transformation; the potential to better activate specialists within the clinical network; and the value of having all clinicians unified around a common mission.
- 9:35 AM** **John Vigorita, Optimus Healthcare Partners**
John will discuss the development of Optimus and its transition from multiple IPAs with pay for performance to an ACO; the importance of establishing leadership aligned on core Triple Aim values; the decision to make all physicians become PCMH certified; how physician engagement has empowered clinical transformation; and their success in reducing ED admissions while increasing primary care physician visits through patient education.
- 9:40 AM** **Q&A**