

Sixth National ACO Summit

Friday, June 19, 2015

Track Eleven

11:15 AM– Clinical Leadership and Engagement

12:45 PM

Terry McGeeney, MD, MBA, FAAFP, President, Care Accountability, Inc.

1. **David Morales**, Executive Vice President and Chief Strategy Officer, Steward Health Care
2. **Vanessa Pratomo, MD, MPH**, Associate Medical Director, Quality Improvement, CMO - The Care Management Company of Montefiore Medical Center
3. **Christina Severin**, President and CEO, Beth Israel Deaconess Care Organization
4. **Marcus Zachary**, Vice President/Senior Medical Director, Brown and Toland Medical Group

Panel Overview

Clinical leadership and engagement are critical elements 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 engaged and empowered to transform care at both a patient and organizational level. Without the engagement and commitment of the aligned clinicians, ACOs will not be able to realize their optimum potential to transform population health. 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 engagement, 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 have been the biggest institutional successes as a result of more effective clinical leadership?

- How might clinical leadership change in the next ten years as value-based care becomes more prominent in healthcare culture? What skills must clinicians start developing in order to be more effective leaders tomorrow?

11:15 AM Focus	Terry McGeeney, Care Accountability, Inc. (Moderator) Terry McGeeney will provide an overview of the topic and discuss some key attributes for successful clinical leaders and strategies to engage them in effective change management within an ACO. He will also discuss the difference and importance of focusing on both specific clinician leaders, and broader clinical leadership, which can empower a broader set of the care team.
11:35 AM Focus	David Morales, Steward Health Care David Morales will highlight some of the strategies that Steward Health Care has undertaken to improve clinician care across the system. He will discuss leadership and engagement approaches, which can include financial incentives based on physician performance and clinical transformation that focus on better education, trending, and benchmarking of performance. He will also describe some tools and analytics used by Steward to improve care across the system for all providers.
11:42 AM Focus	Vanessa Pratomo, The Care Management Company of Montefiore Medical Center Vanessa will discuss strategies used by Montefiore to better engage and empower clinicians to transform care; challenges along the way; and lessons for other ACOs to ensure effective clinical leadership across the care system.
11:49 AM Focus	Christina Severin, Beth Israel Deaconess Care Organization Christina will discuss strategies that BIDCO has used to develop a shared agenda for all providers within the ACO; what goes into operationalizing a set of core values and culture change across the organization; and tools used to transform care through scorecards, dashboards, and other clinical engagement strategies. She will also highlight considerations for transforming care at different levels of the organization across the care continuum.
11:56 AM Focus	Marcus Zachary, Brown and Toland Medical Group Marcus will focus on three areas and considerations for transforming care at the clinician level at Brown and Toland: 1) the need for better leadership and engagement at all levels of care, from nurses to physician leaders 2) the power of non-clinician leaders in adopting and implementing care transformation approaches 3) how clinical leaders are currently being assess by metrics and opportunities for better performance indicators.
12:03 PM	Q&A