Moving Beyond Incremental Improvement - Creating Infrastructure and Incentives for Innovation

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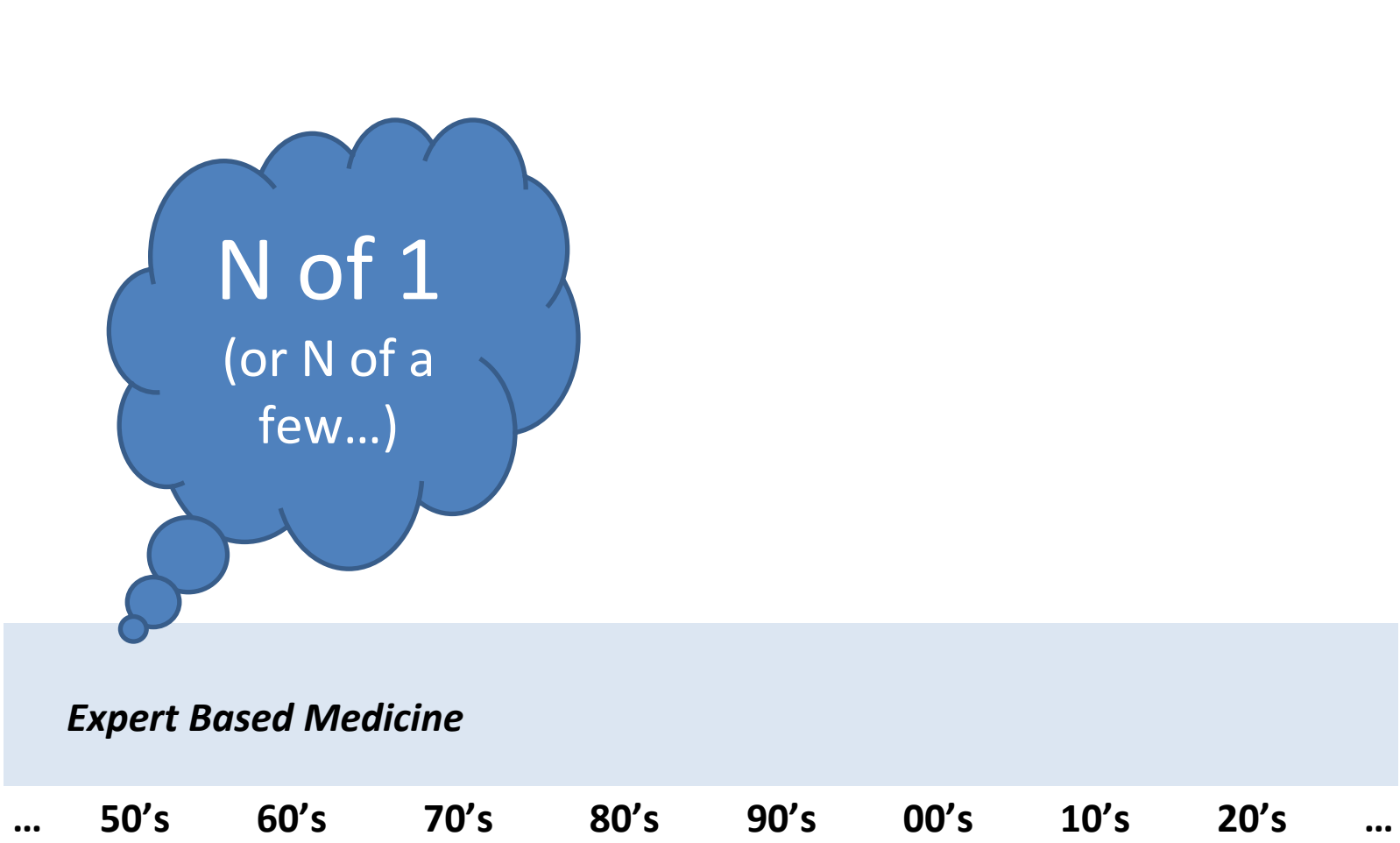
The LEWIN GROUP

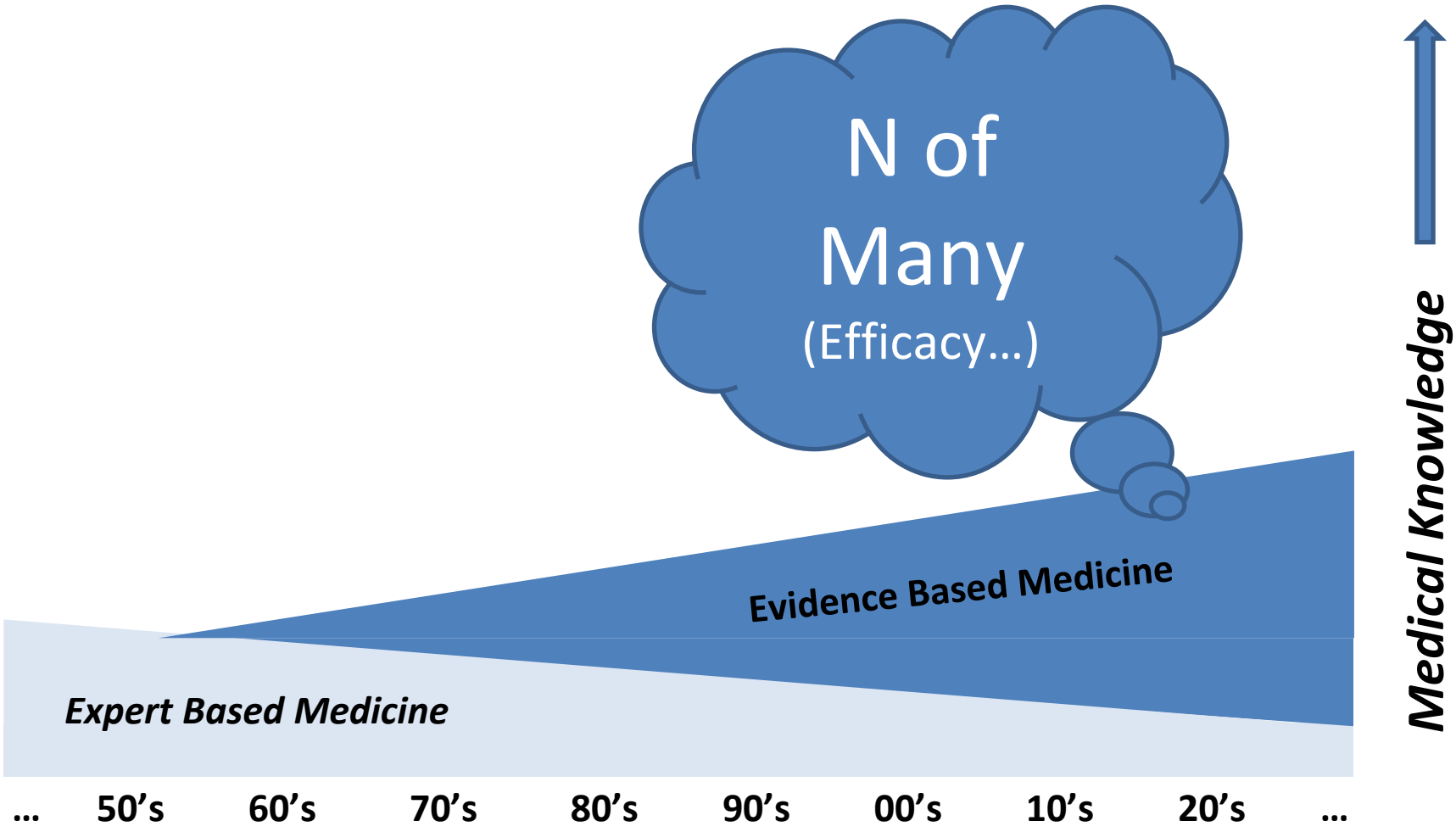
OPTUM™

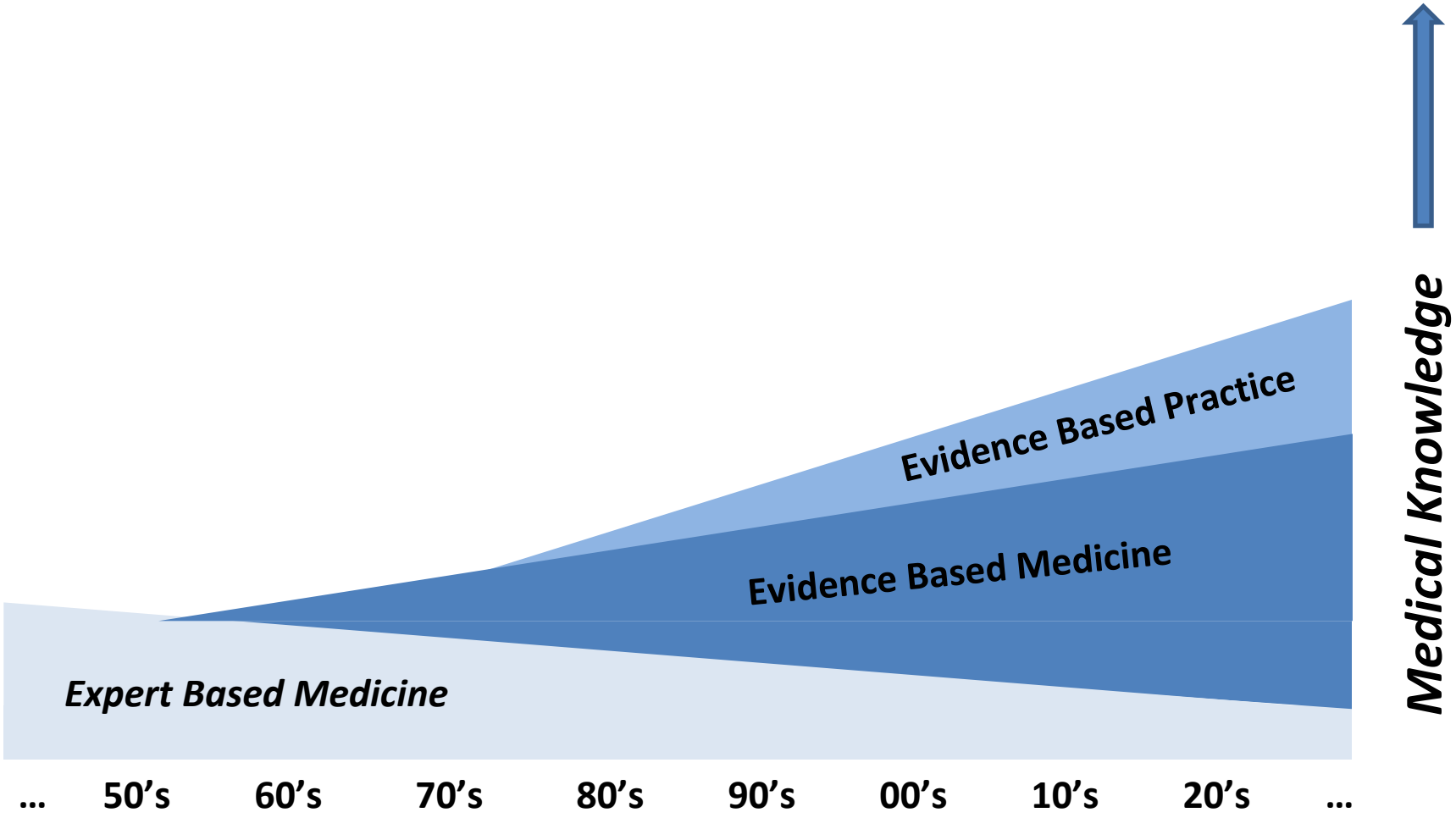
Interesting Conflicts…

- Evidence Based Medicine: Essential but Insufficient?
- Is Patient-centered Care personalized? Is Personalized Medicine Patient-centered?
- How should we manage something that we can't measure well (yet…)?

- *Whether* {P4P} works? , vs. *How* to make {P4P} work better?

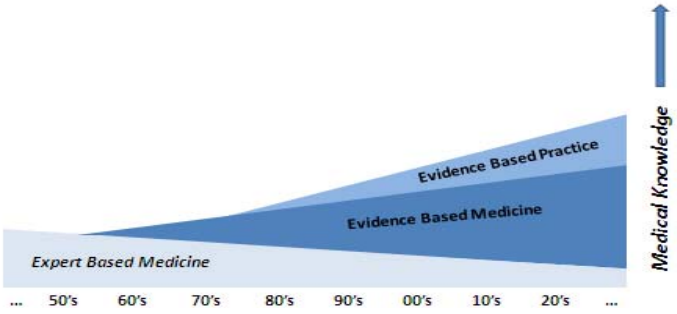

N of 1
(or N of a few…)
Expert Based Medicine
… 50's 60's 70's 80's 90's 00's 10's 20's …
Medical Knowledge


N of
Many
(Efficacy…)
Evidence Based Medicine
Expert Based Medicine
Medical Knowledge
… 50's 60's 70's 80's 90's 00's 10's 20's …


Evidence Based Practice
Evidence Based Medicine
Expert Based Medicine
Medical Knowledge
… 50's 60's 70's 80's 90's 00's 10's 20's …

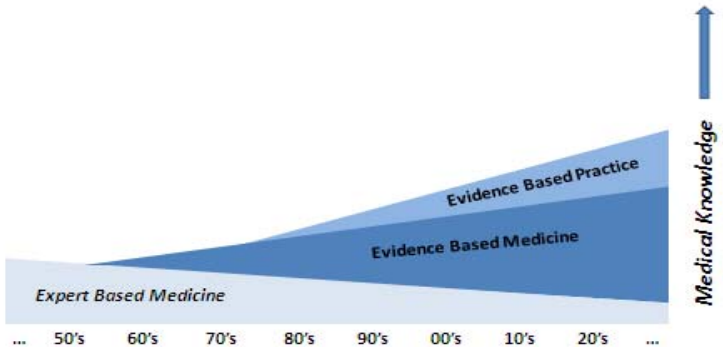
Evidence Based Practice

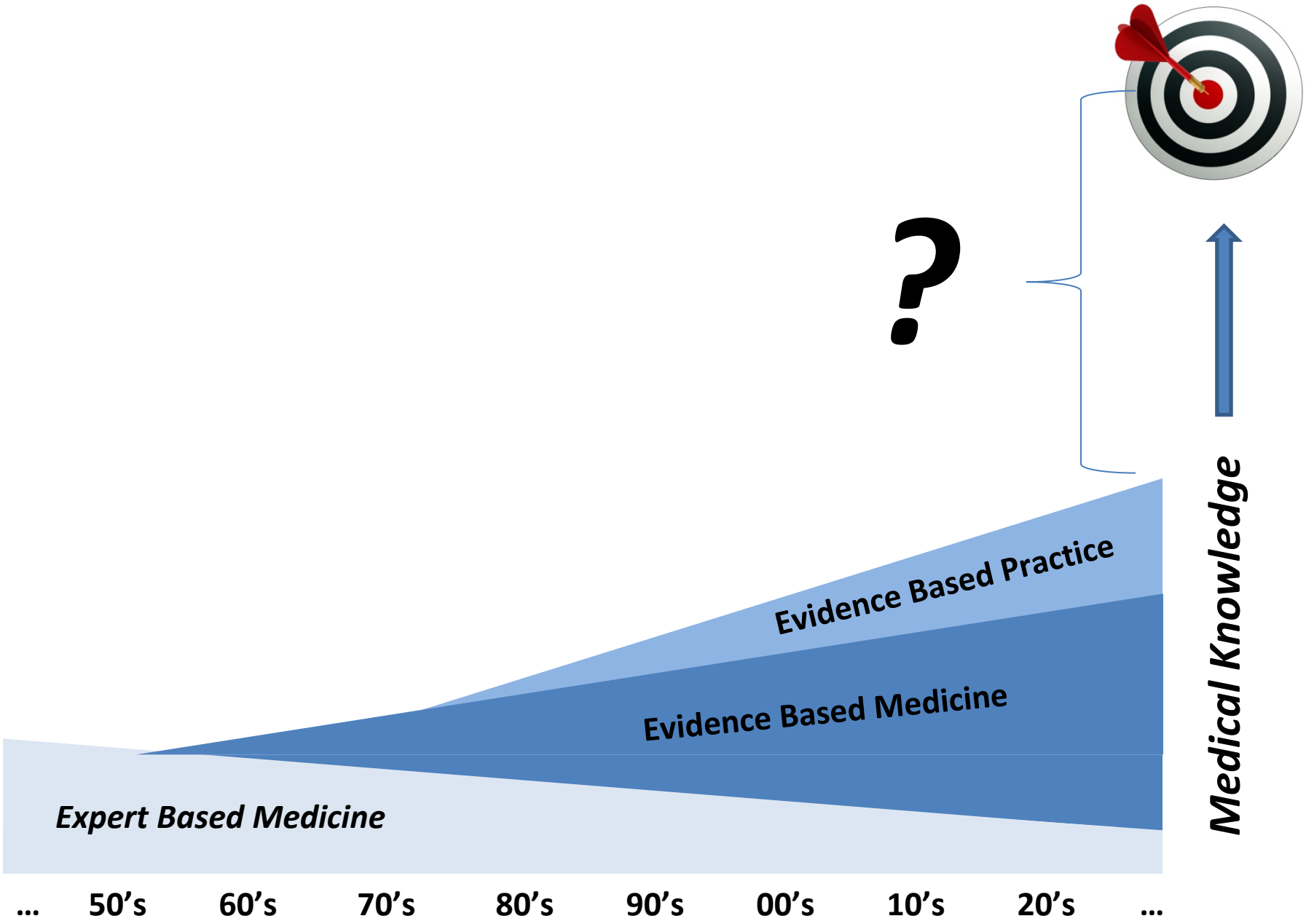
- Coverage policies linked to Technology Assessment and Clinical Guidelines
- "Best Practices"
  - Care Management
  - Care Coordination
  - Generic Drugs
- Incentives and Rewards (e.g. Pay for Performance)
- Insurance Plan Network Designs
- Value Based Benefit Designs



Evidence Based Practice

- Key Strategic Challenges…
  - Sustainability of practice change
  - Building the needed infrastructure for ongoing improvement
  - Successful spread beyond the early adopters
  - Achieving broad acceptance by patients and clinicians
  - Affordability




?
Medical Knowledge
Evidence Based Practice
Evidence Based Medicine
Expert Based Medicine
…
50's
60's
70's
80's
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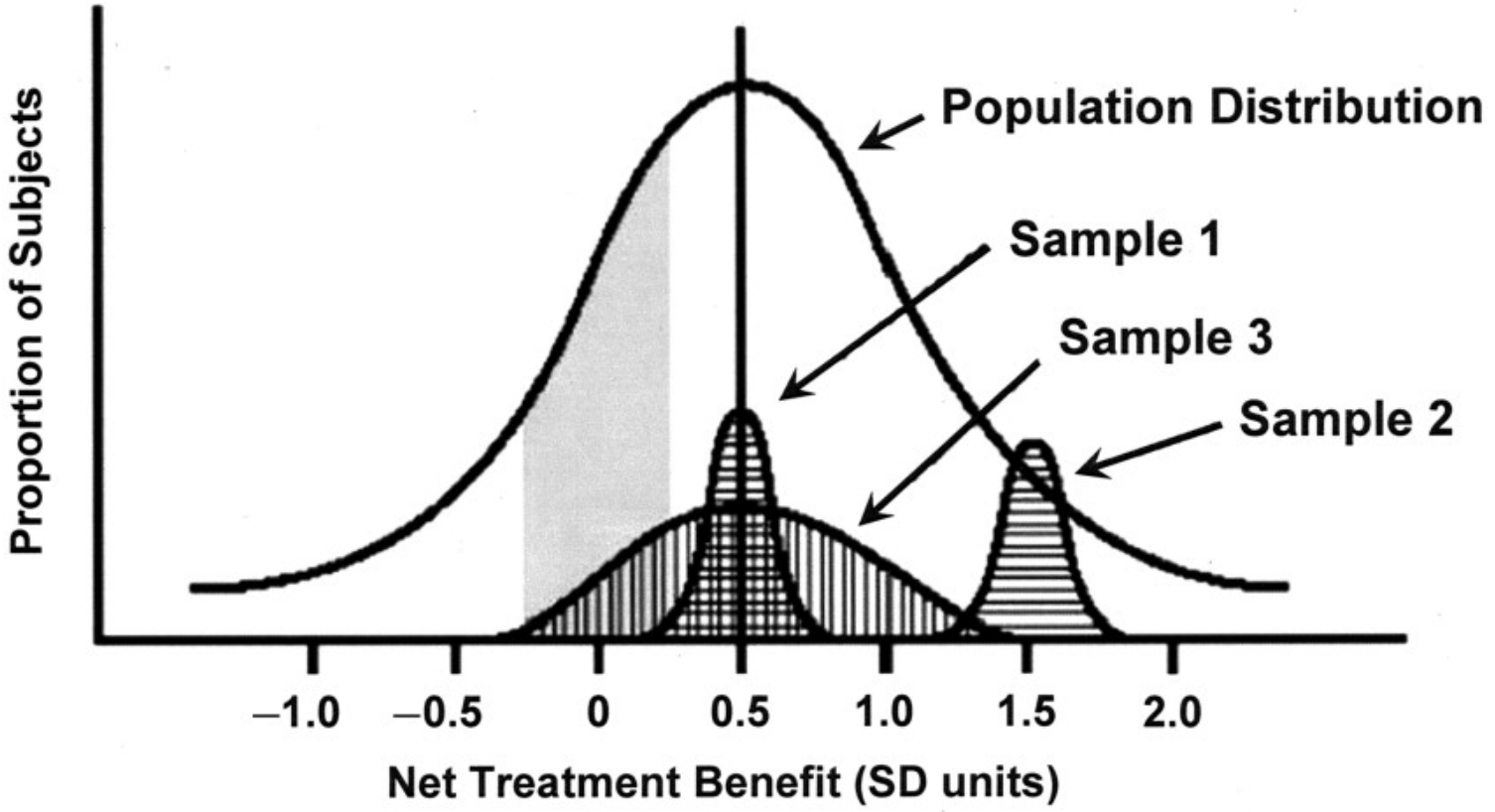
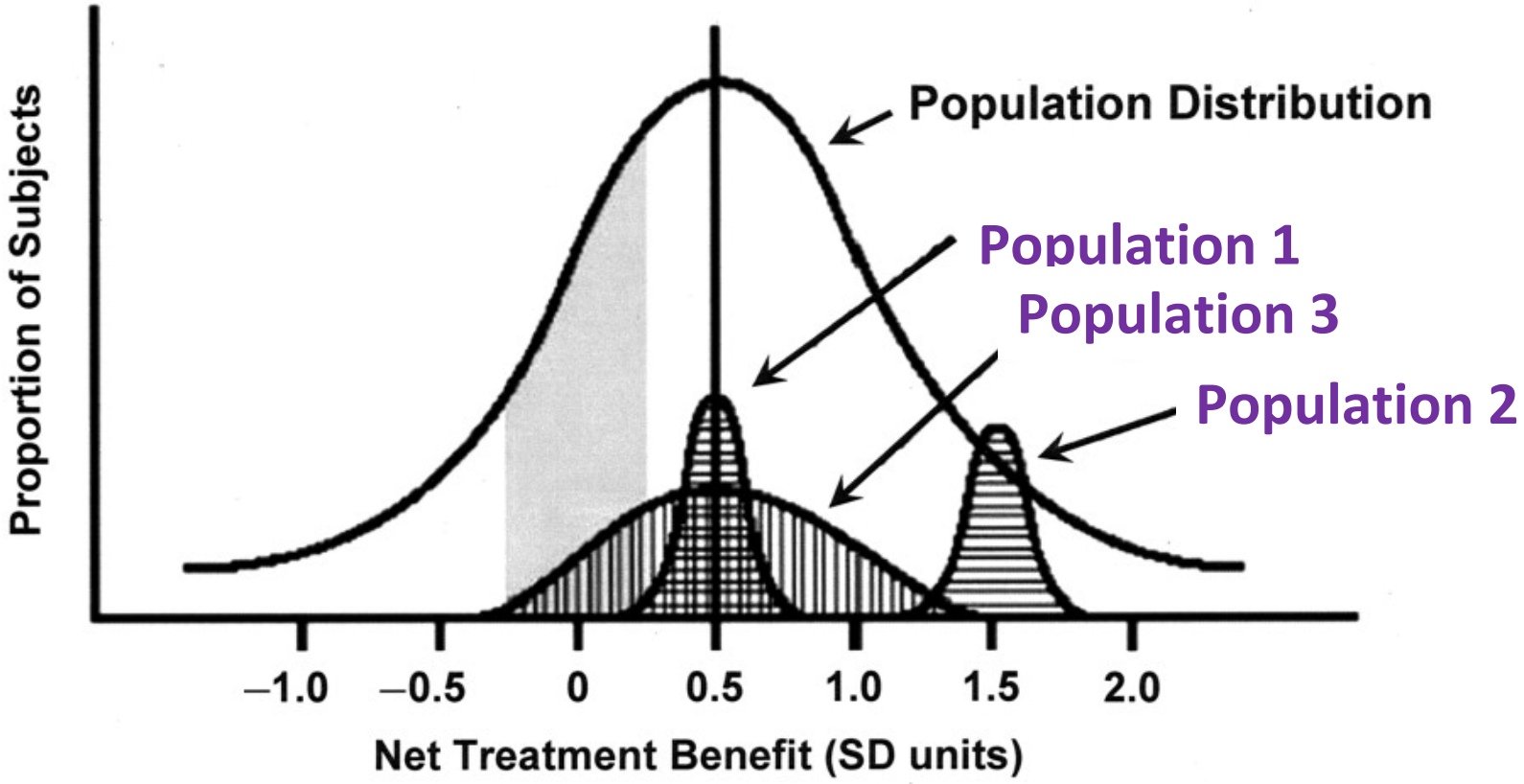
00's
10's
20's
…

P<0.05

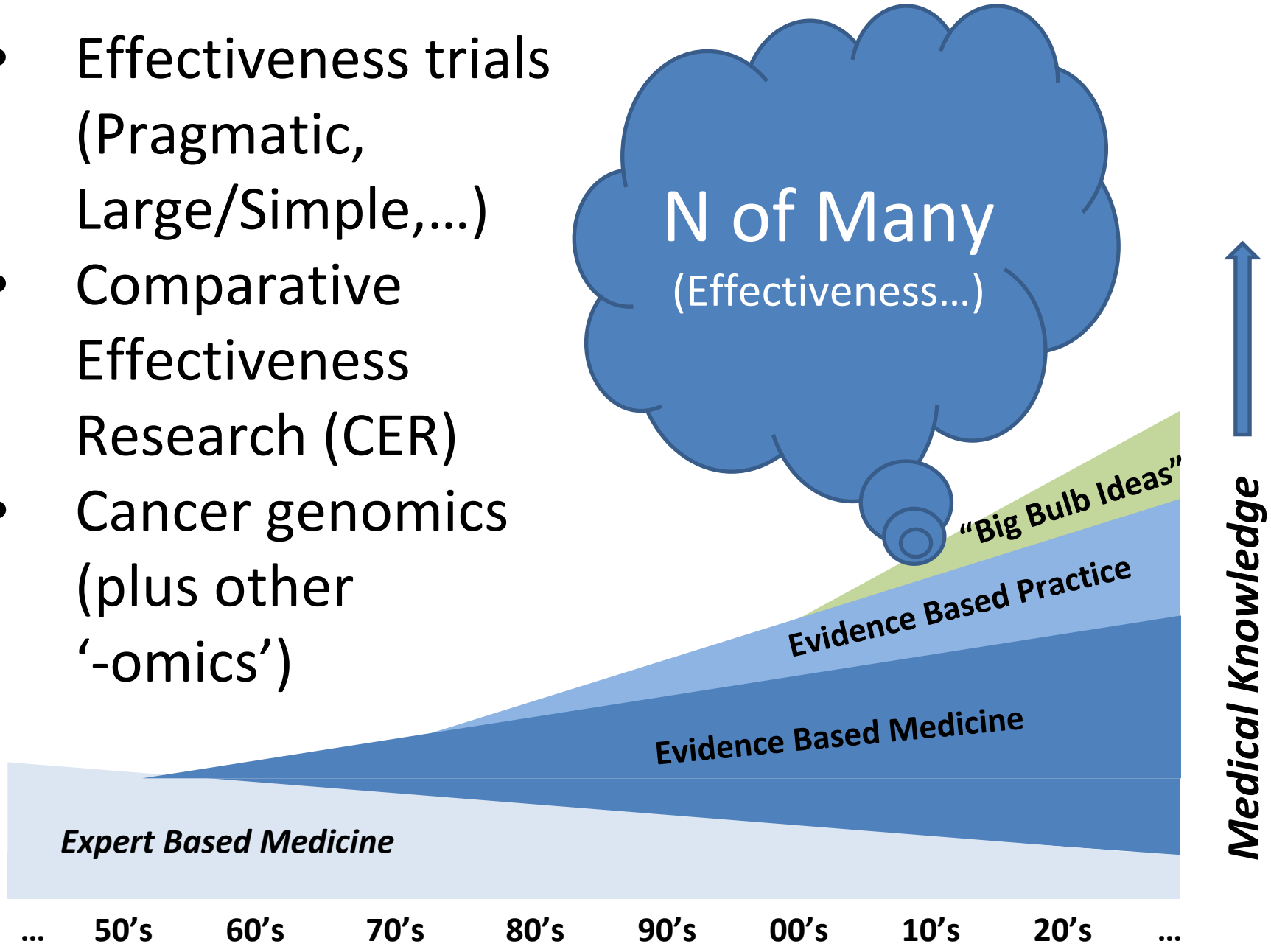
Heterogeneity



Heterogeneity



- Effectiveness trials (Pragmatic, Large/Simple,…)
- Comparative Effectiveness Research (CER)
- Cancer genomics (plus other '-omics')



A Really Bright Bulb: Cancer Genomics

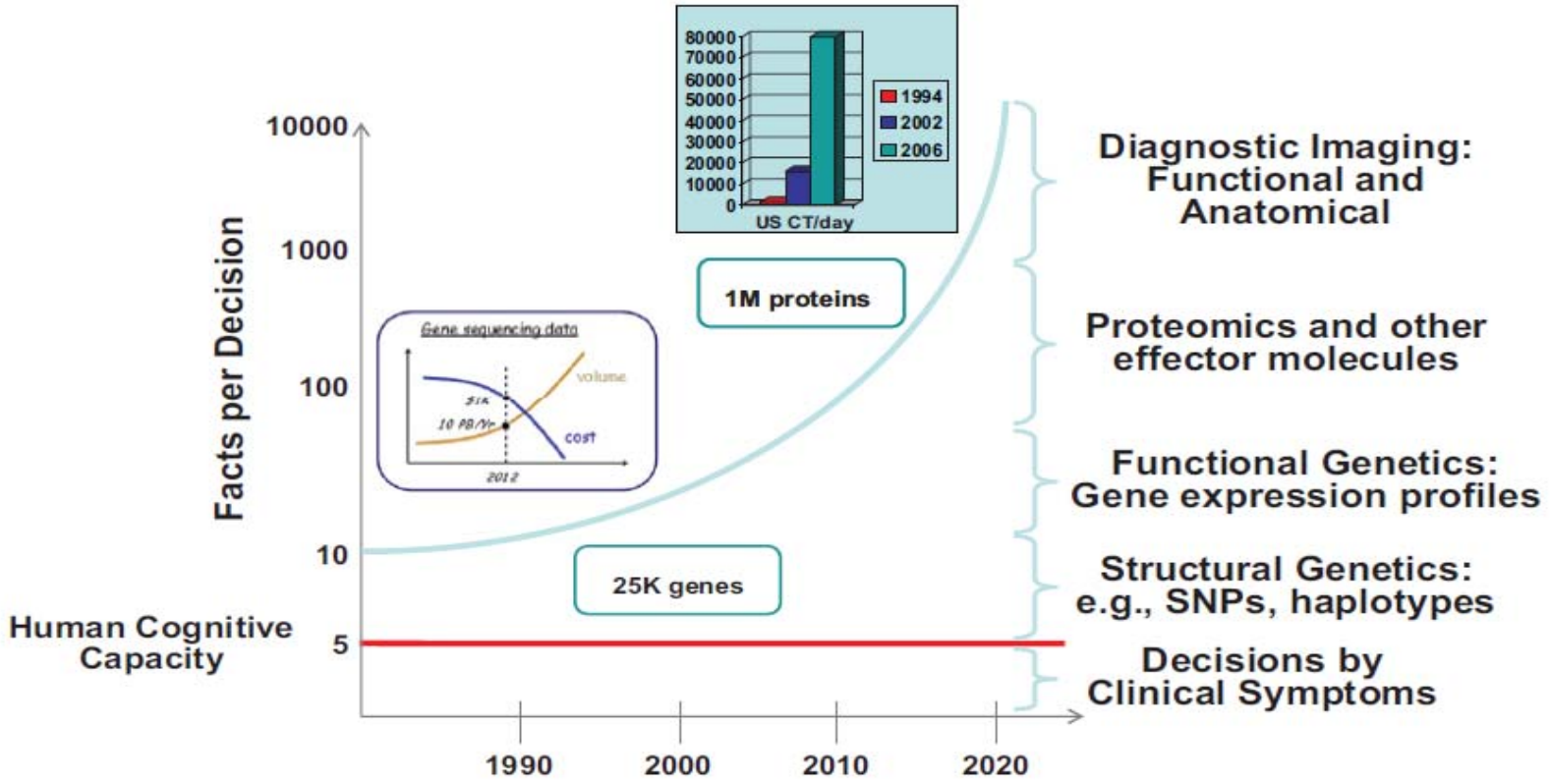
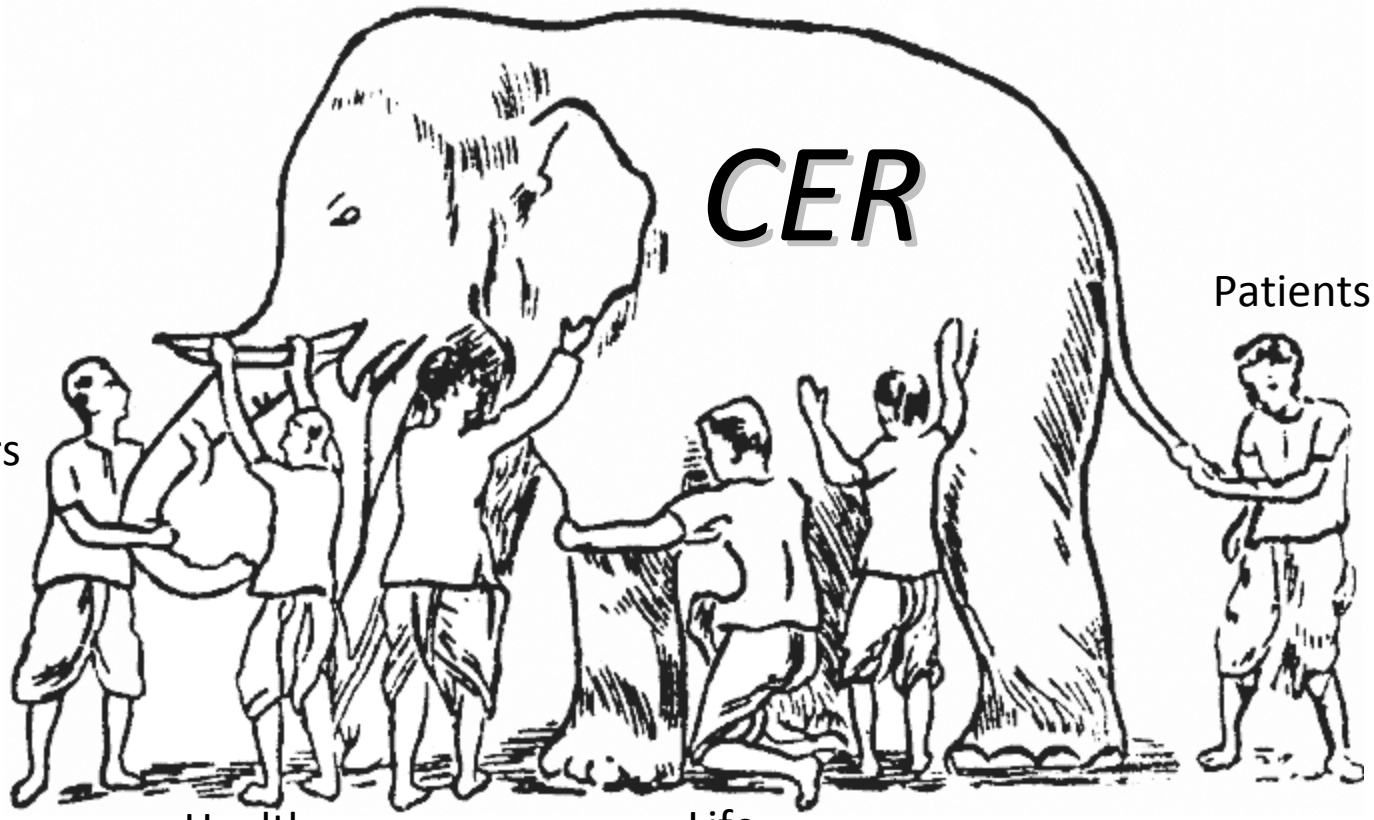


FIGURE 3-2 Challenges to delivery of individualized clinical care are data explosion and cognitive overload, exceeding human cognitive capacity.
SOURCE: Neti, 2009. Adapted from Stead, 2007, p. 19.

Patient centered or personalized?



Health Services Researchers

Patients

Health Policy

Payers: Public & Private

Life Sciences

Providers: Health Systems Hospitals Physicians

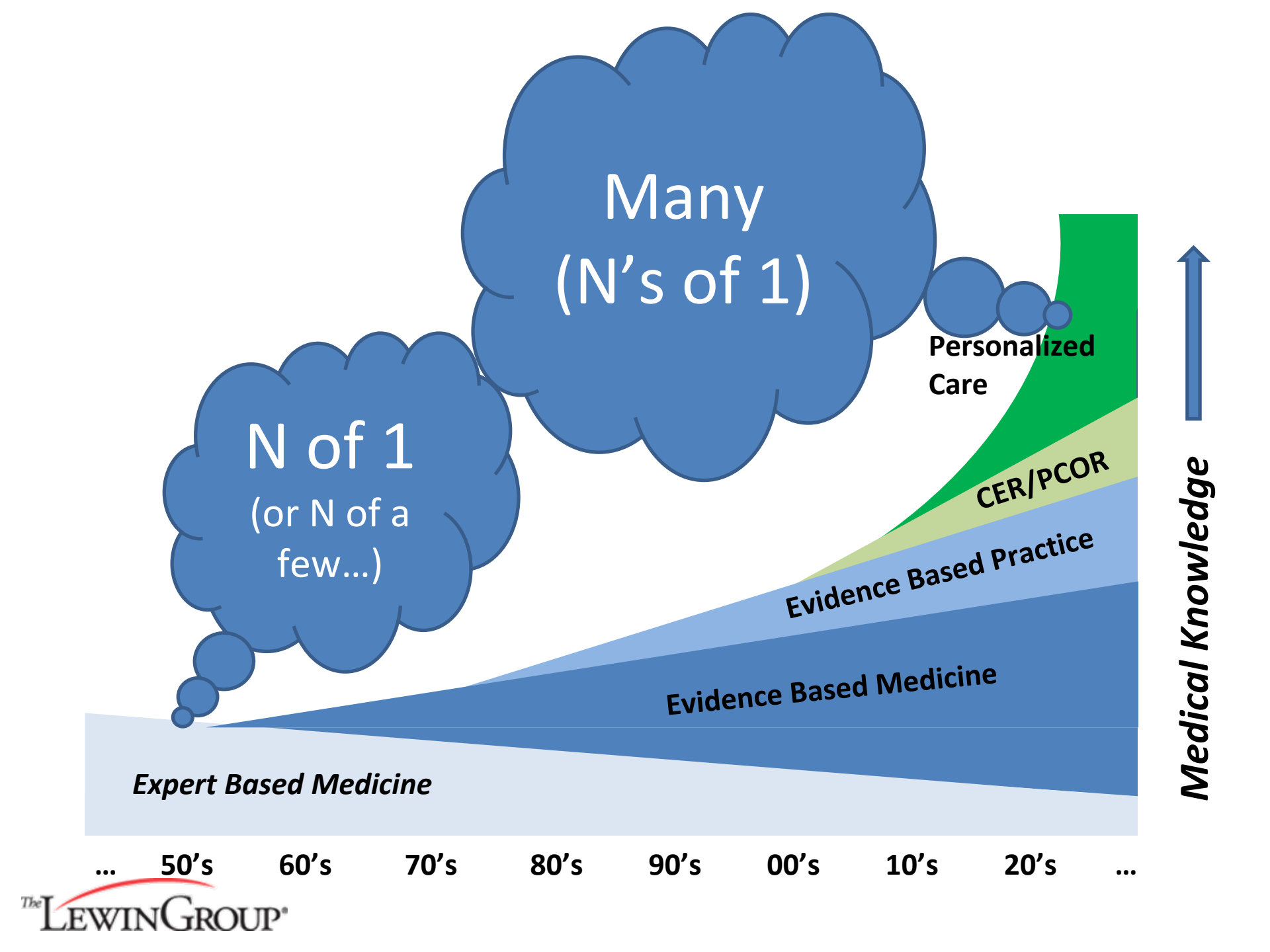
Patient Centered Outcomes Research (PCOR) helps people make informed health care decisions and allows their voice to be heard in assessing the value of health care options.

This research answers patient-focused questions:

- "Given my personal characteristics, conditions and preferences, what should I expect will happen to me?"
- "What are my options and what are the benefits and harms of those options?"
- "What can I do to improve the outcomes that are most important to me?"
- "How can the health care system improve my chances of achieving the outcomes I prefer?"

Between the Lampposts…

- Personal Preference
- Complex Co-morbidity… especially involving mental illness
- Recurrent Cancer
- Palliative Care and the End of Life
- … and most other areas where we are vexed…



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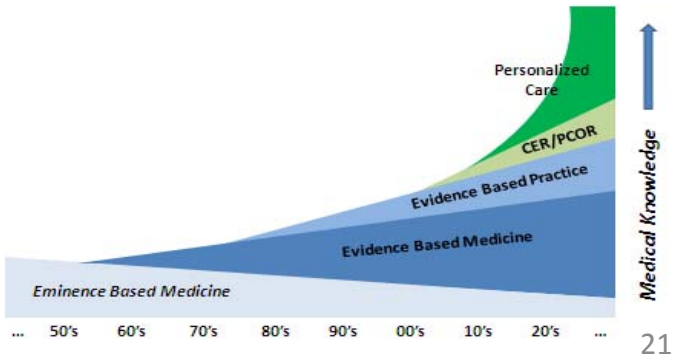
Personalization Framework

- **What the Health Care System *<u>does for/to patients</u>*** (e.g. cancer screening, cancer treatment options)
- **What the Health Care System *<u>does with patients and their families</u>*** (e.g. care management, shared decision making)
- **What patients best *<u>do by themselves</u>*, with support of the health care system and care giv**ers (e.g. behavior change)



Personalized Care Practice

- Key Strategic Challenges…
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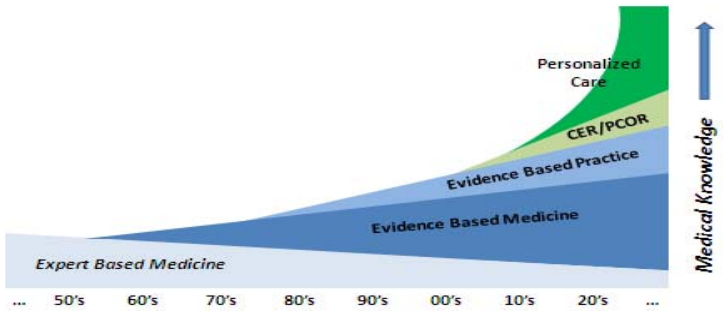


2020: Possible Measures of Personalization…

- Practice Quality Reporting → ***Overall Decision Quality (Practice, ACO, IHCS…)***
  - ***Patient understanding of options***
  - ***Was the care received the preferred option?***
- Utilization rates → ***PCP 'triple aim' management of personal specialty network***
- Composite care measures → ***Proportion of practice receiving the 5 most appropriate interventions in the last year***
- Accountable and Meaningful Use → ***Access to system capabilities***
  - ***Contribution to system knowledge***

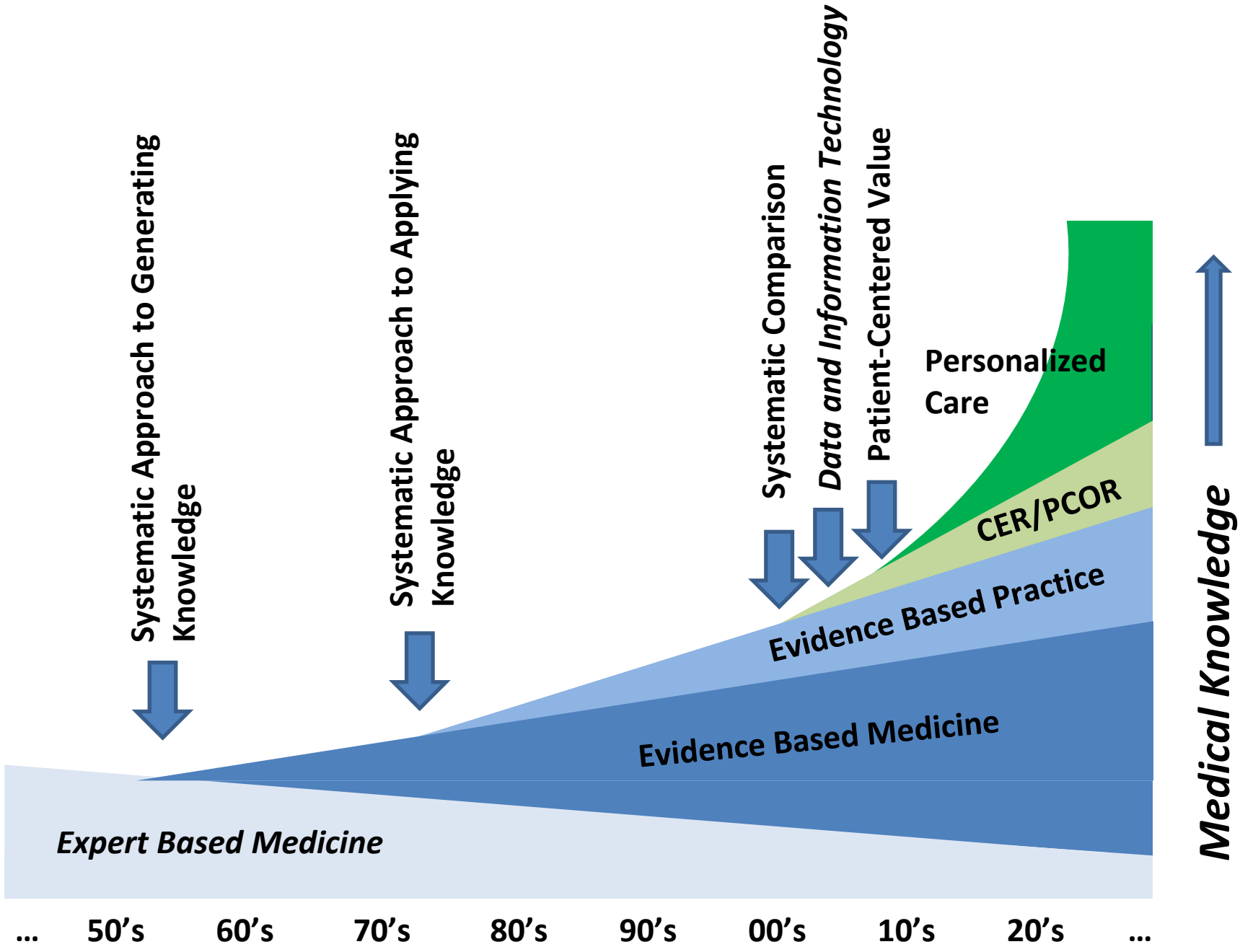
Needed Infrastructure

Big Data…

- Integrated longitudinal personal data (N's of 1)
  - Multi-payer claims data
  - Clinical data
  - Patient Generated Outcomes
  - Extended demographics
- Methods
  - Risk determination
  - Modeling
  - …

The Bigger Challenges…

- ***Data use***
  - ***Transparency***
  - ***Privacy protection***
  - ***Human subjects protection***
- ***Data users***
  - ***Analysts/Researchers/ "Improvers"***
- ***Oversight and Trusted Parties***


Systematic Approach to Generating Knowledge
Systematic Approach to Applying Knowledge
Systematic Comparison
Data and Information Technology
Patient-Centered Value
Personalized Care
CER/PCOR
Evidence Based Practice
Evidence Based Medicine
Expert Based Medicine
Medical Knowledge
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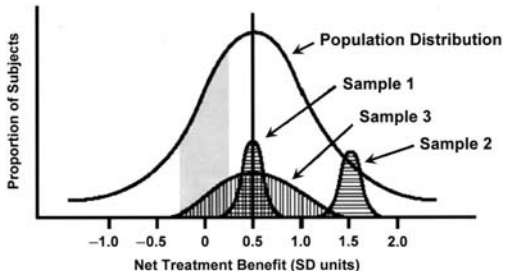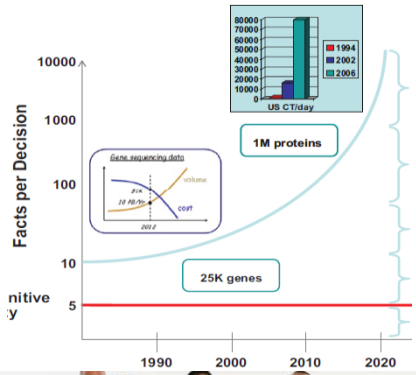
The Right Care, at the Right Time, for the Right Person