

100-Days From Intent To Impact

A Story About Population Health Results

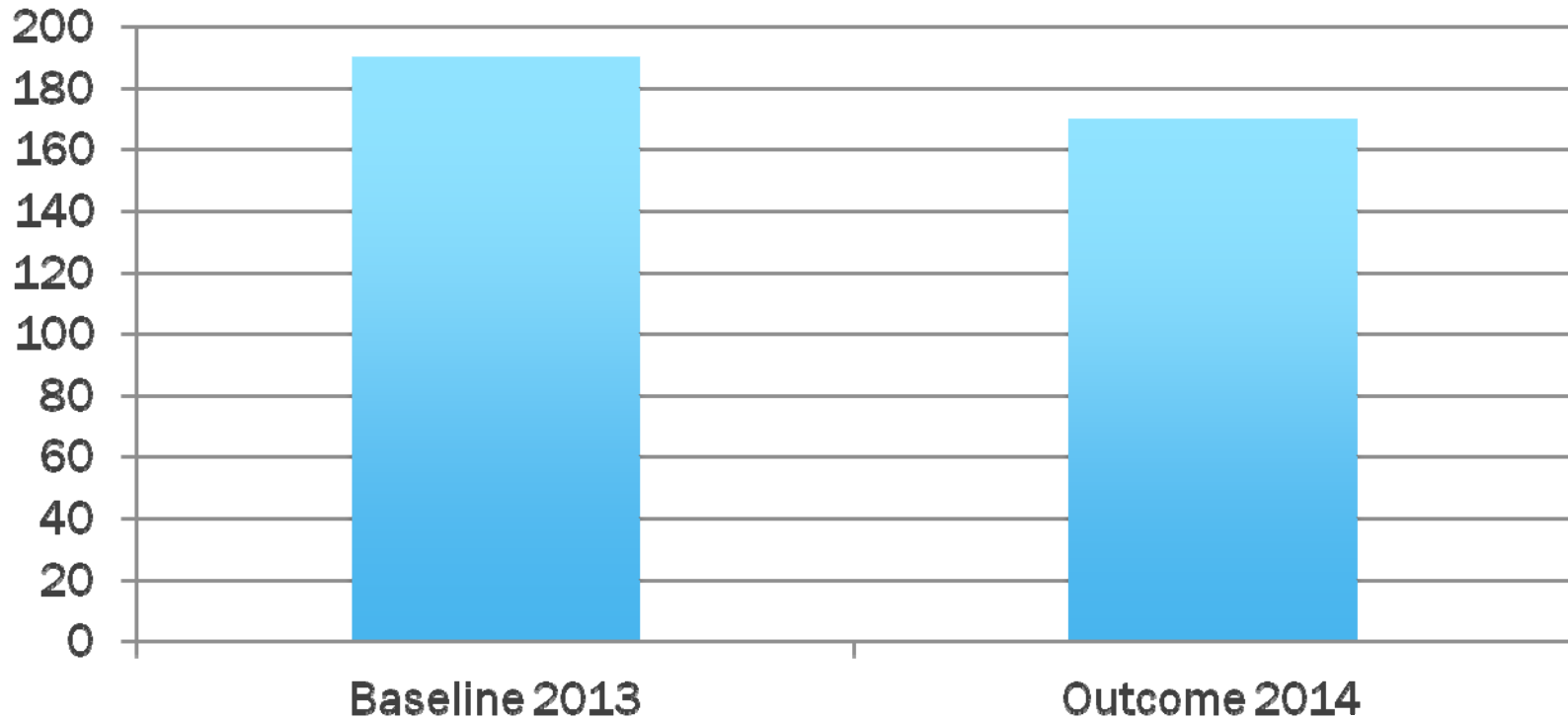
March 23, 2015

The Essex 100-day Challenge



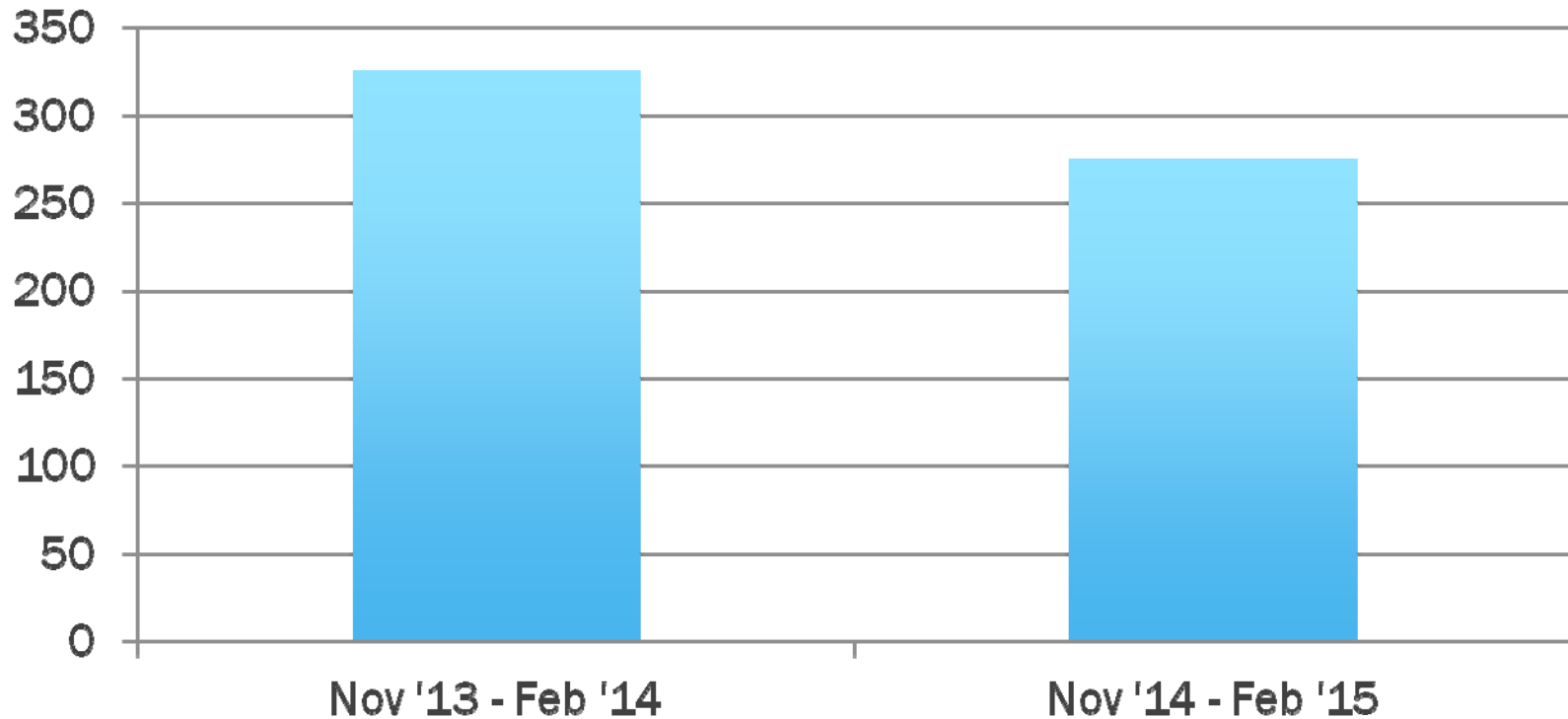
Admissions: 1st 100-Day Cohort (700 Patients)

12% Decrease in Admissions



Admissions: 2nd 100-Day Cohort (2,500 Patients)

14% Decrease in Admissions



Early Days – but Lots of Potential



"It's honestly the best thing I have ever been involved with in my professional life as GP, not just because its so patient centered, but also because it's growing. It feels like the wheels are in motion and it keeps getting stronger and stronger."



"I'm very excited about what we have done here. It is very special. I think Essex could be the design of the future of NHS England."

The Journey Started Here...



100 Days Later



The New York Times Effect

The New York Times

The Opinion Pages

Opinionator

FIXES

Making Change Happen, on a Deadline

By TINA ROSENBERG SEPTEMBER 29, 2011 7:55 PM 52 Comments



[Fixes](#) looks at solutions to social problems and why they work.

The PreFabricated Building Parts Production Enterprise in Addis Ababa is a state-owned company that makes concrete walls and other structures, mainly for the Ethiopian government's low-cost housing program. Public-sector construction companies in the third world are not generally known for energy, flexibility, risk-taking or creative thinking. PreFabricated, in other words, does not seem like the kind of business that would or could do astonishing things in a hurry.

Like many companies in AIDS-wracked Ethiopia, PreFabricated had an AIDS policy, which included extra pay for its H.I.V. positive workers so they could buy more food. In March, 2008, the company decided to do more. It set a goal of persuading 70 percent of its employees — 700 people — to get tested for H.I.V. in 100 days.

This was a startling idea. "Employees do not like to get tested at work because of privacy concerns," said Seife Mergia, the company's head of planning and information. Most of the employees did not work at headquarters, but were scattered around various construction sites. They were mostly contract day laborers

100,000 Homes Campaign



**We need some of that
rapid results stuff...**

A banner for the 100,000 Homes Campaign. On the left, the text "100,000 HOMES" is written in large, bold, red letters, with "POWERED BY COMMUNITY SOLUTIONS" in smaller blue letters below it. To the right, the text "For 100,000 homeless individuals and families" is written in black. An arrow points from this text to a piece of torn paper with handwritten text: "105,580 People Housed by participating communities".

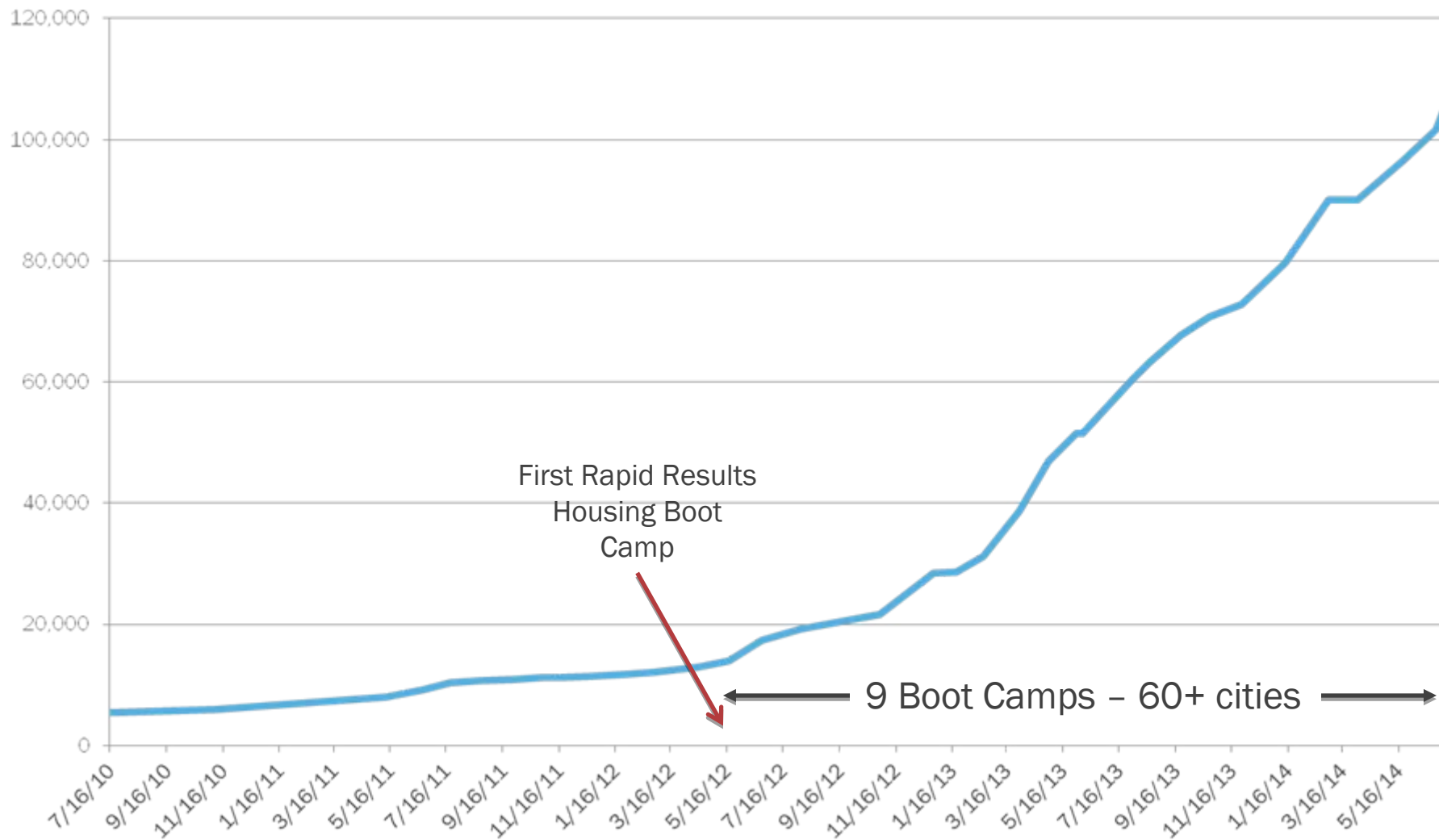
**100,000
HOMES**
POWERED BY COMMUNITY SOLUTIONS

For 100,000 homeless
individuals and families

105,580 People
Housed
by participating communities

100-Day Challenges in 60+ Cities: Game Changer

Chronically Homeless individuals Housed

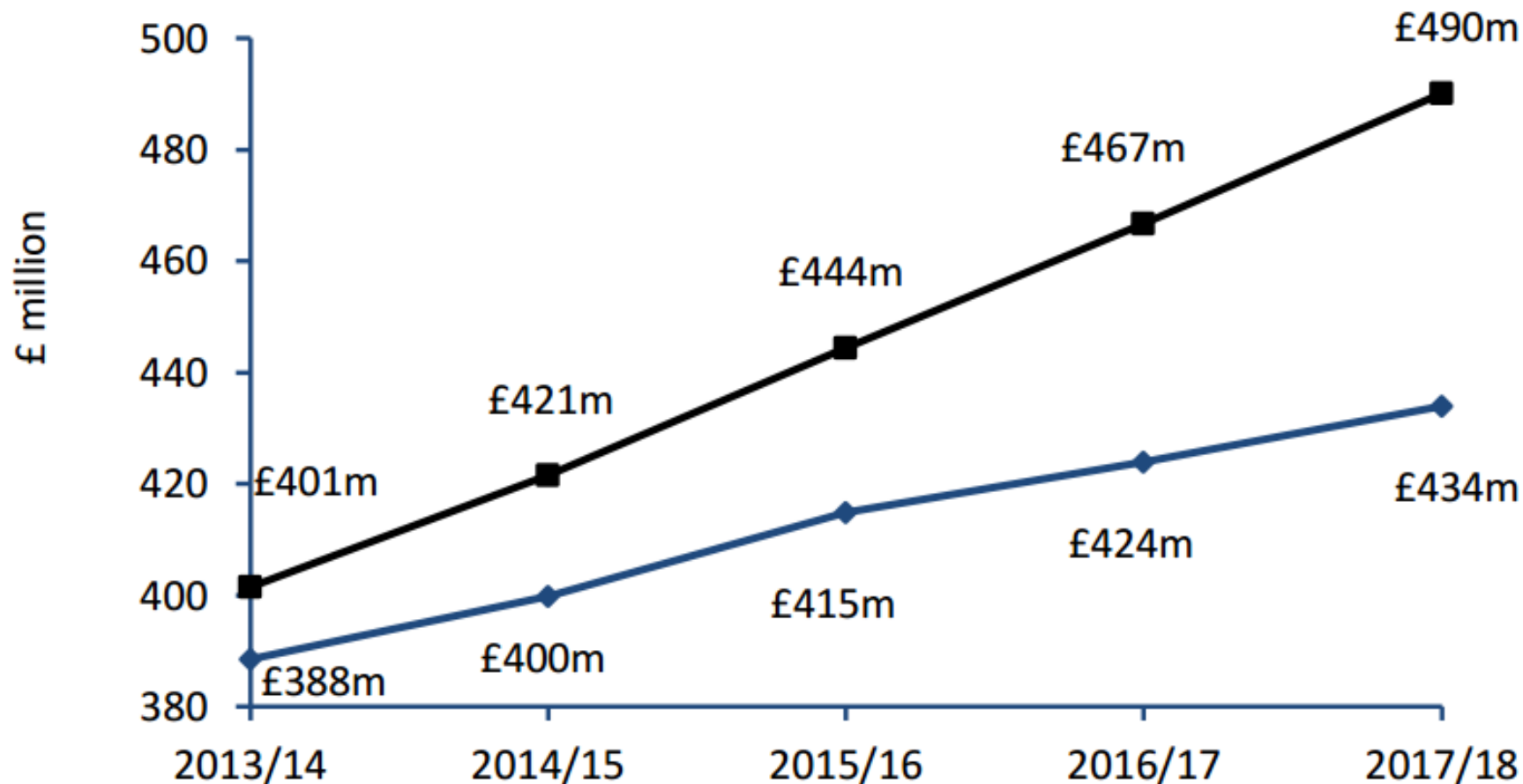


Back to Frail English People...

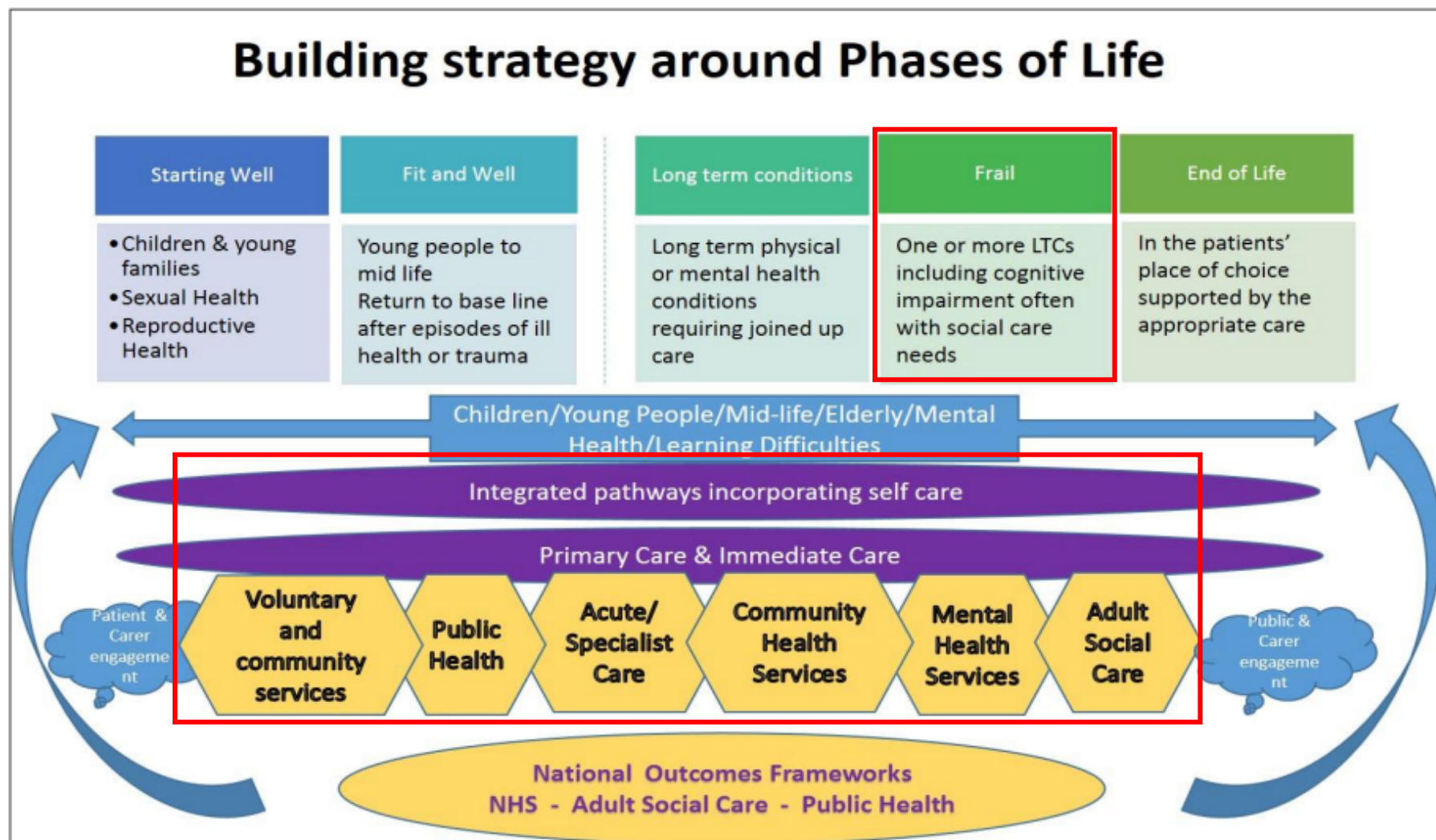


Houston (Err, Essex) We Have a Problem...

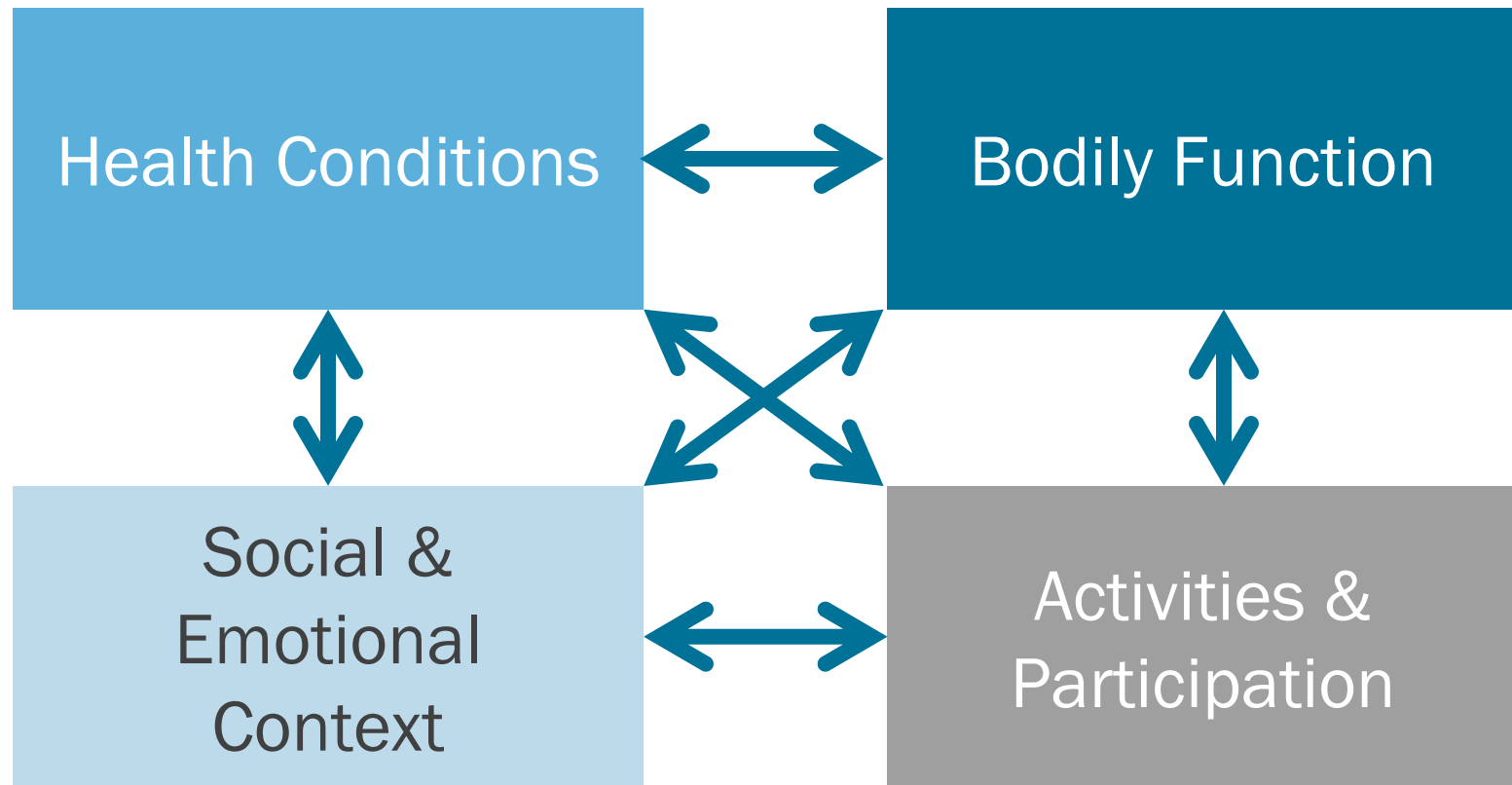
Forecast spend (pre initiatives) and allocation



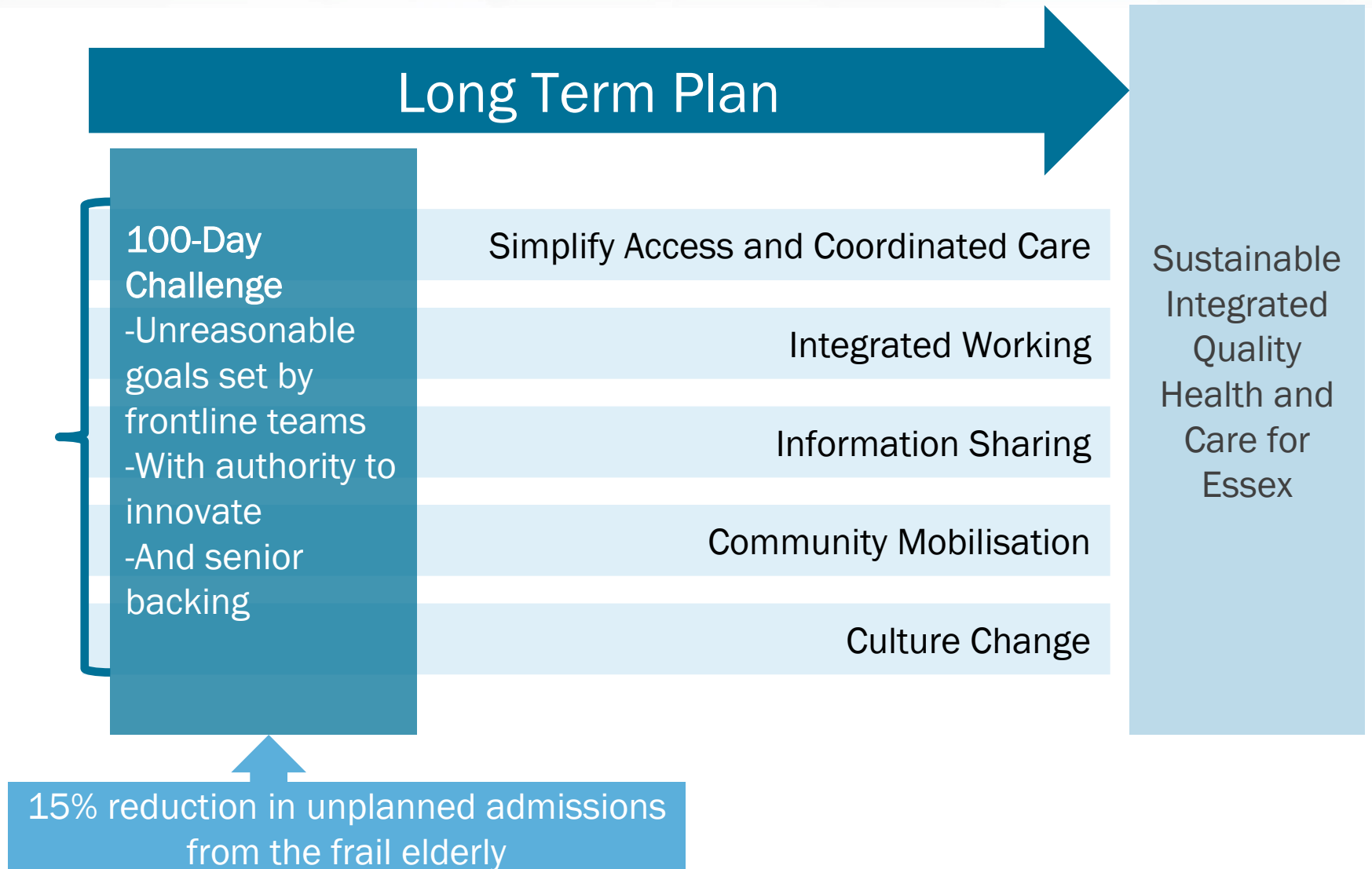
Ambitious Agenda... Need for Immediate Results



Frailty is Complex: Requires Systemic Response



You Need Both “Horizontal” & “Verticals”



Challenging the Conventional Change Approach

Conventional Approach

Think top-down and long-term

- Diagnose a problem
- Redesign a solution
- Develop a business case
- Operationalize

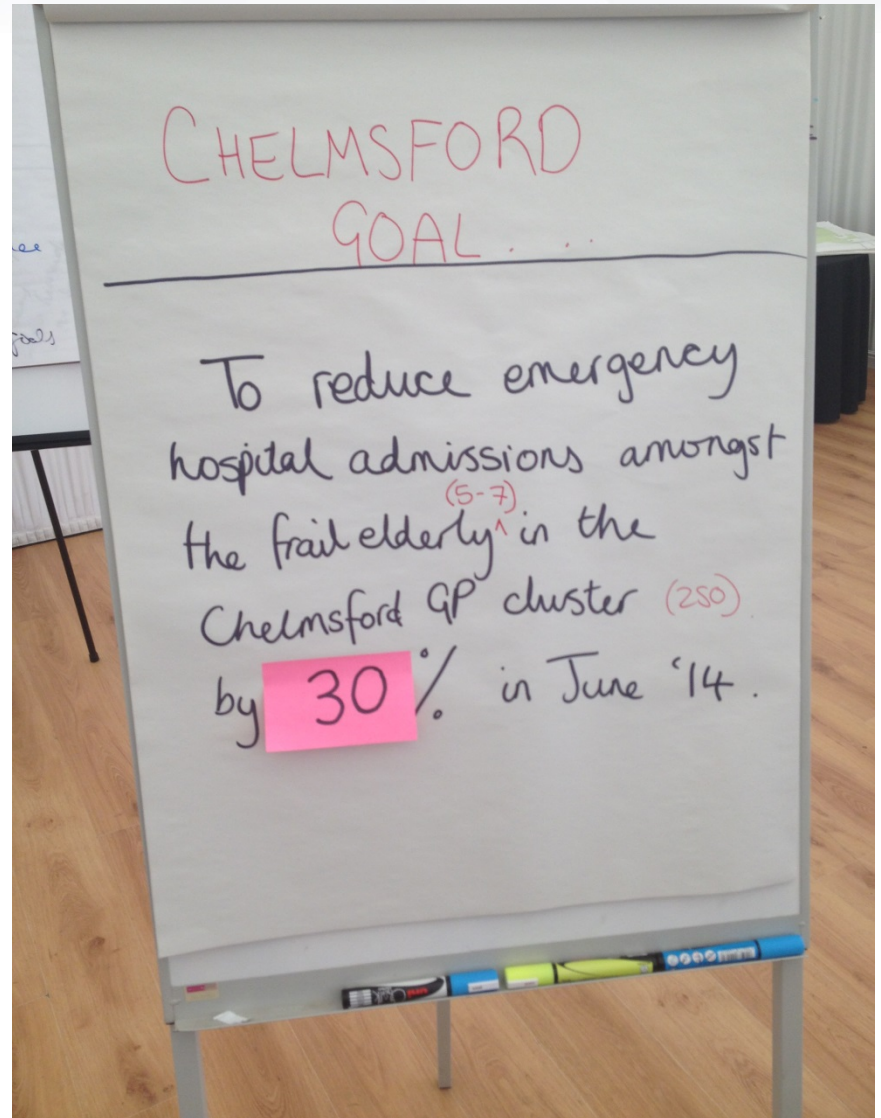
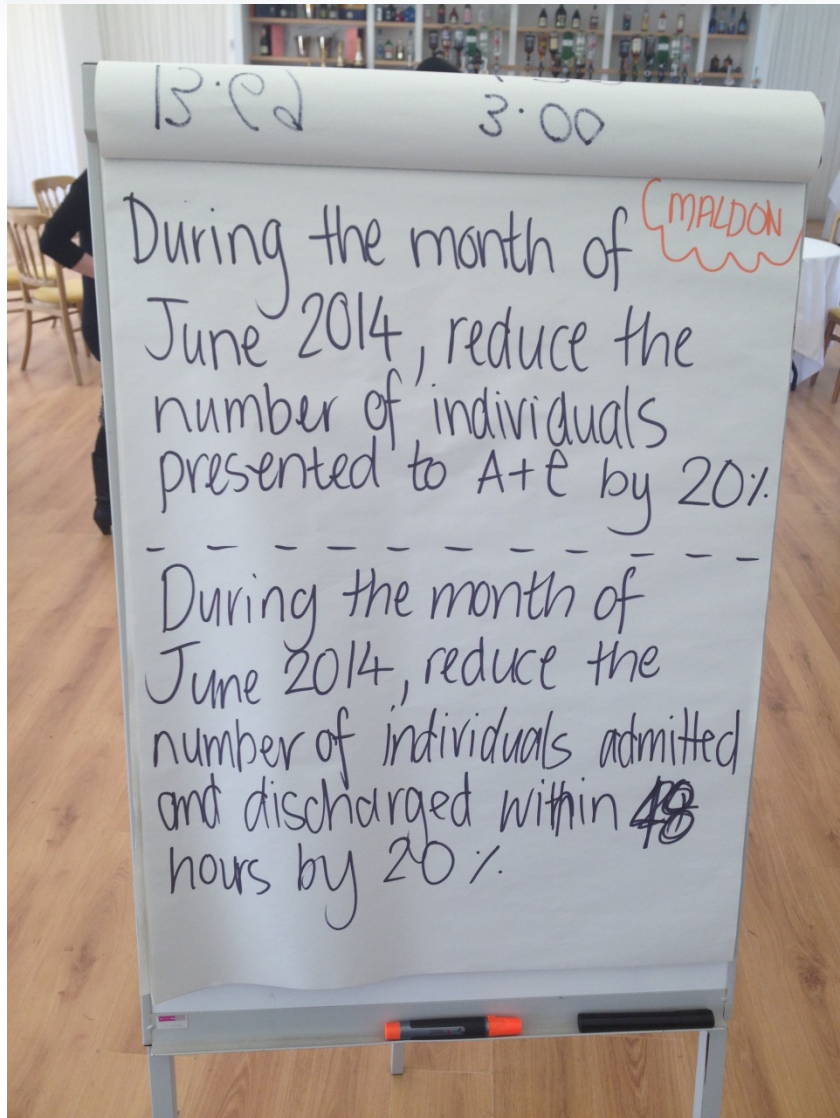


Rapid Results Approach

Think bottom-up and near-term

- Empower people to act
- Achieve concrete outcomes
- Focus on experimentation
- Learn and adapt

“Unreasonable”, Tightly Scoped 100-Day Goals



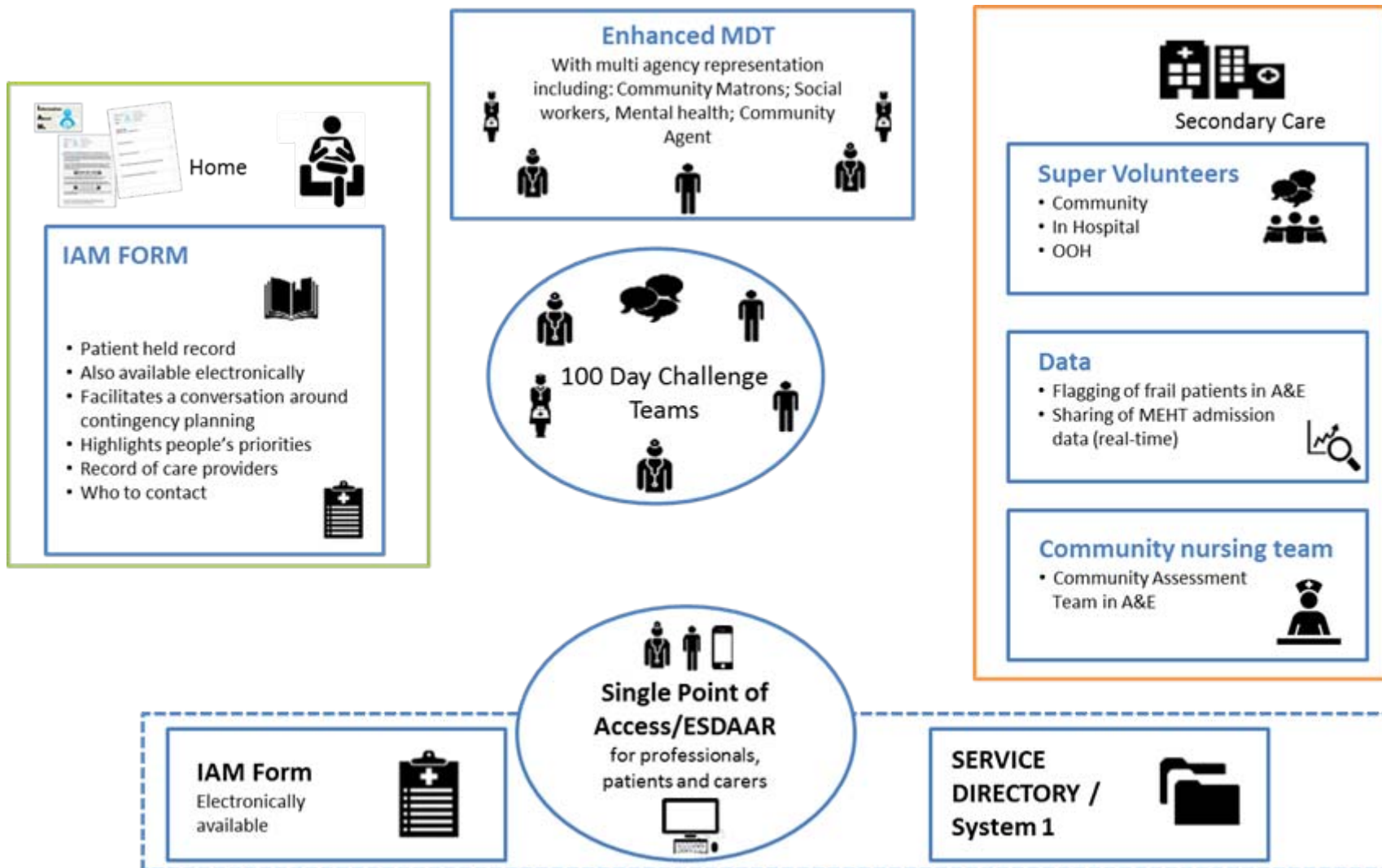
Three Population Health Epiphanies

1. Save the chit-chat about integration

1. Propose a date... not a marriage

1. Step on the gas... but take your hands off the wheel

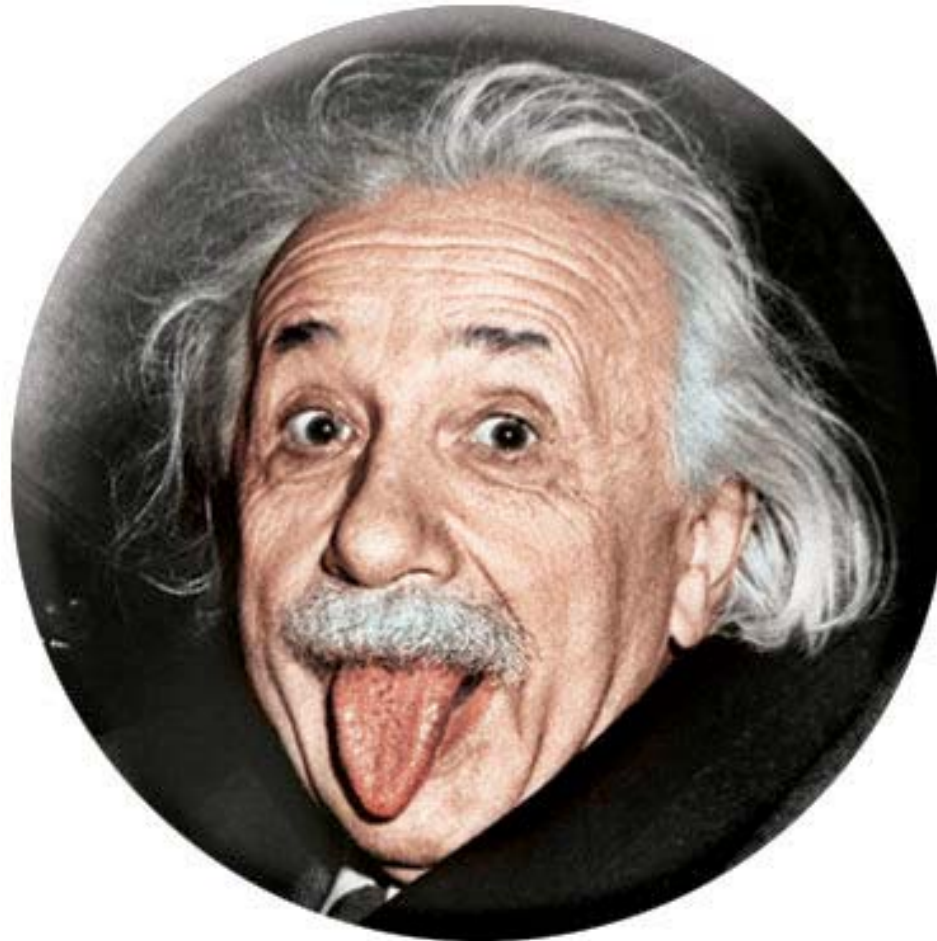
New Models of Care Emerging



Don't Be Afraid to Try Something New

“If you always do what you always did, you will always get what you always got.”

~ Albert Einstein



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