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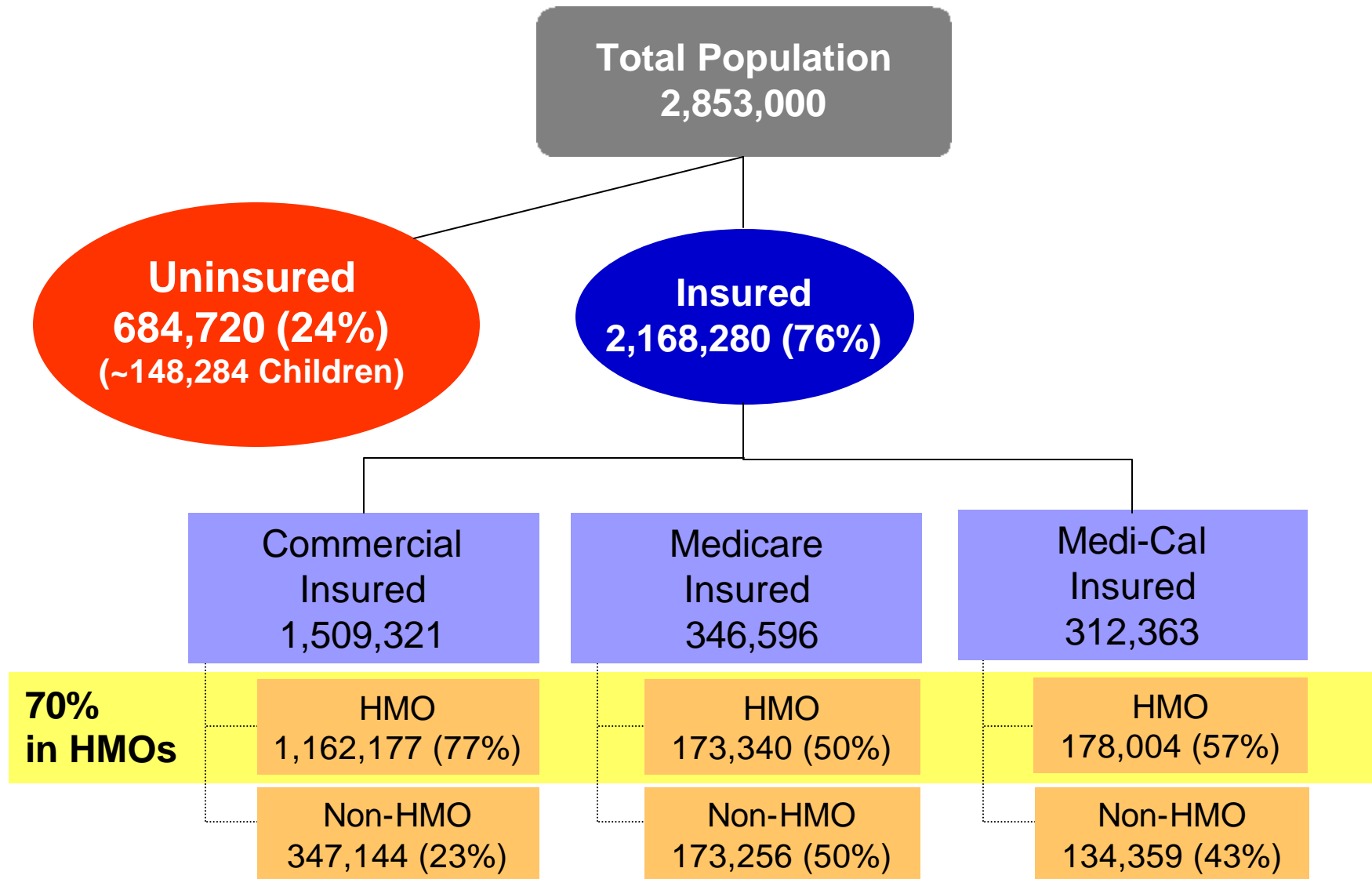
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An Advanced Web- Based Model for Integrated Healthcare

Stan Pappelbaum, MD
President & CEO
Scripps Health
La Jolla, CA



San Diego County Insured Population



Sources: CaDHS, HCFA, Ca Dept. of Finances, Health Plan Representatives, Scripps
November 1999



Strategic Partnership

Market Integration

Clinical Integration

ScrippsCare Services

Systems of Excellence

Scripps Health

County-Wide Network

- Medical Staffs
- Hospitals
- SNFs
- Home Health
- Medical Foundation

Scripps Physicians

County-Wide Physician Network

- Medical Groups
- IPAs
- Individual MDs

System Leadership Advisory Board

Key Committees

Information Services

Capital Allocation

Marketing

Workforce Planning

Organized System of Care

Strategic Goals

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- ✓ Overarching Principle - Patient First
- Provide Medical Excellence
- Develop a County-Wide Virtually Integrated Health Care Delivery Network
- Maximize Funds for Care Delivery
- Provide Community Leadership

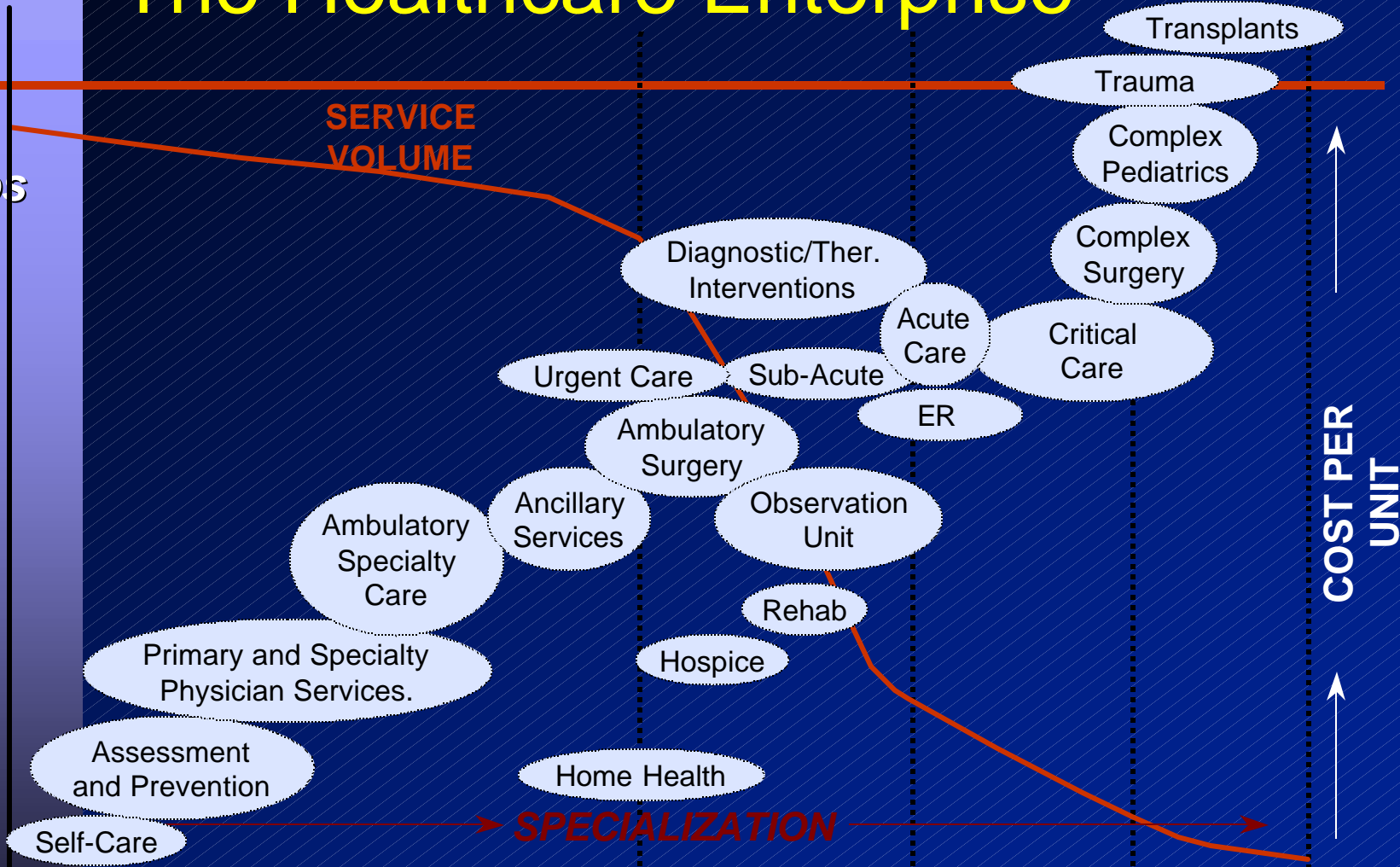
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The Healthcare Enterprise

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CENTRALIZATION



SERVICE
VOLUME

SPECIALIZATION

COST PER
UNIT

Physician Resources

Institution Resources

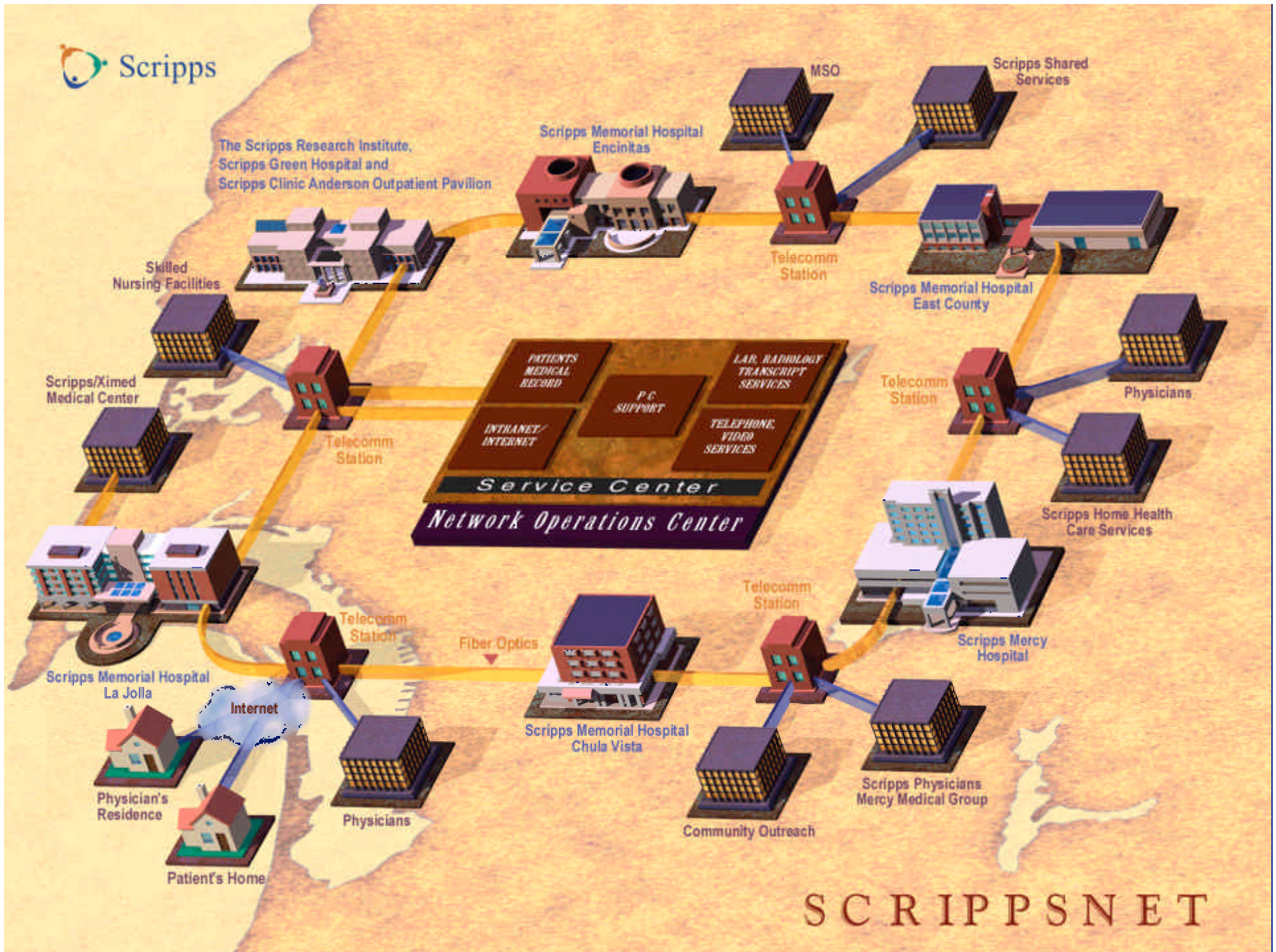
LEVEL 1

LEVEL 2

LEVEL 3

LEVEL 4

COMPLEXITY



An Overview

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Mission

Market Summary, Opportunities

Business Concept, Competition

Resource Requirements, Financial Plan

Critical Success Factors

Mission

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■ e-Scripps

- ◆ Ameliorate Scripps' clinical and business processes
- ◆ Improve health care by using Internet technology
- ◆ Network technology is a key driver
 - ⊗ Intranet
 - ⊗ Internet
 - ⊗ Extranet
- ◆ e-Commerce
- ◆ Paperless, filmless environment
- ◆ Close the clinical and financial transaction at the point-of-service, taking seconds, costing pennies

Scripps Strategic Information Services Initiatives

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- ✓ Network Infrastructure and Personal Computing:
 - Internet/ Intranet Strategy
- ✓ Year 2000 (Y2K)
- ✓ Decision Support
- ✓ Medical Intranet “ScrippsNet”
 - ◆ ✓ Inpatient and Outpatient Pilots
 - ◆ ✓ Rollout across Scripps Enterprise
 - ◆ Physician Network Access Project (PNAP)
- Core Clinical Systems
 - ◆ Master Person Index (MPI)
 - ◆ Clinical Data Repository (CDR)
 - ◆ Enterprise Order entry/management/ rules and alerts
 - ◆ Enterprise Registration and Scheduling
- ✓ ScrippsCare Support Systems

Market

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- Past
 - ◆ Care delivered at centralized location (offices and hospitals)
- Present
 - ◆ Building Infrastructure for virtual access
- Future
 - ◆ Conduct transactions from home (registration, reports, health information, scheduling)
 - ◆ Scheduling of services across campuses
 - ◆ Customer empowered to participate in decisions about care

Opportunities

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Problem

**Pre-reg
Web**

**Smart
Card**

**Pt. Info
Mgr.**

Registration Error

Access Wait

Medical Errors
(current meds, allergies, disabilities)

New Business Concept

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Customer gathers, presents and delivers information using Internet technologies



Pre-registration

Name, SS#, Insurance ID



Smart Card

Digital signatures, portable, secure



Patient Information Manager (PIM)

Empowered, personal information manager for storing problem list, medication list, allergies, insurance information, and upcoming appointments.

Competition?

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Pre-reg

NO

Smart Card

Kaiser?

Web

NO

**Patient Information
Manager (PIM)**

**Kaiser
Sharp
UCSD**

Competitive Advantage

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- Pre-reg
 - ◆ Reduce registration errors
 - ◆ Pre-fetch insurance information from carrier

- Smart Card
 - ◆ Customer empowered with personal data
 - ◆ Branding Opportunity for Scripps
 - ◆ Portable, Emergency, Scripps Physicians

- Patient Information Manager (PIM)
 - ◆ Accessible anywhere
 - ◆ Value-add, creates customer loyalty

Rewards

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Pre-registration

Financial status known before visit, less bad debt from improper registration



Smart Card

Good for SH and SP, virtual e-health customer
Close transaction at point-of-service



Patient Information Manager (PIM)

Opportunity to hand hold and offer services, e.g., payment options (credit card)



Critical Success Factors

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“Patient First” drives Internet agenda



Solution should provide better access, service



Internet should enable business, not hinder



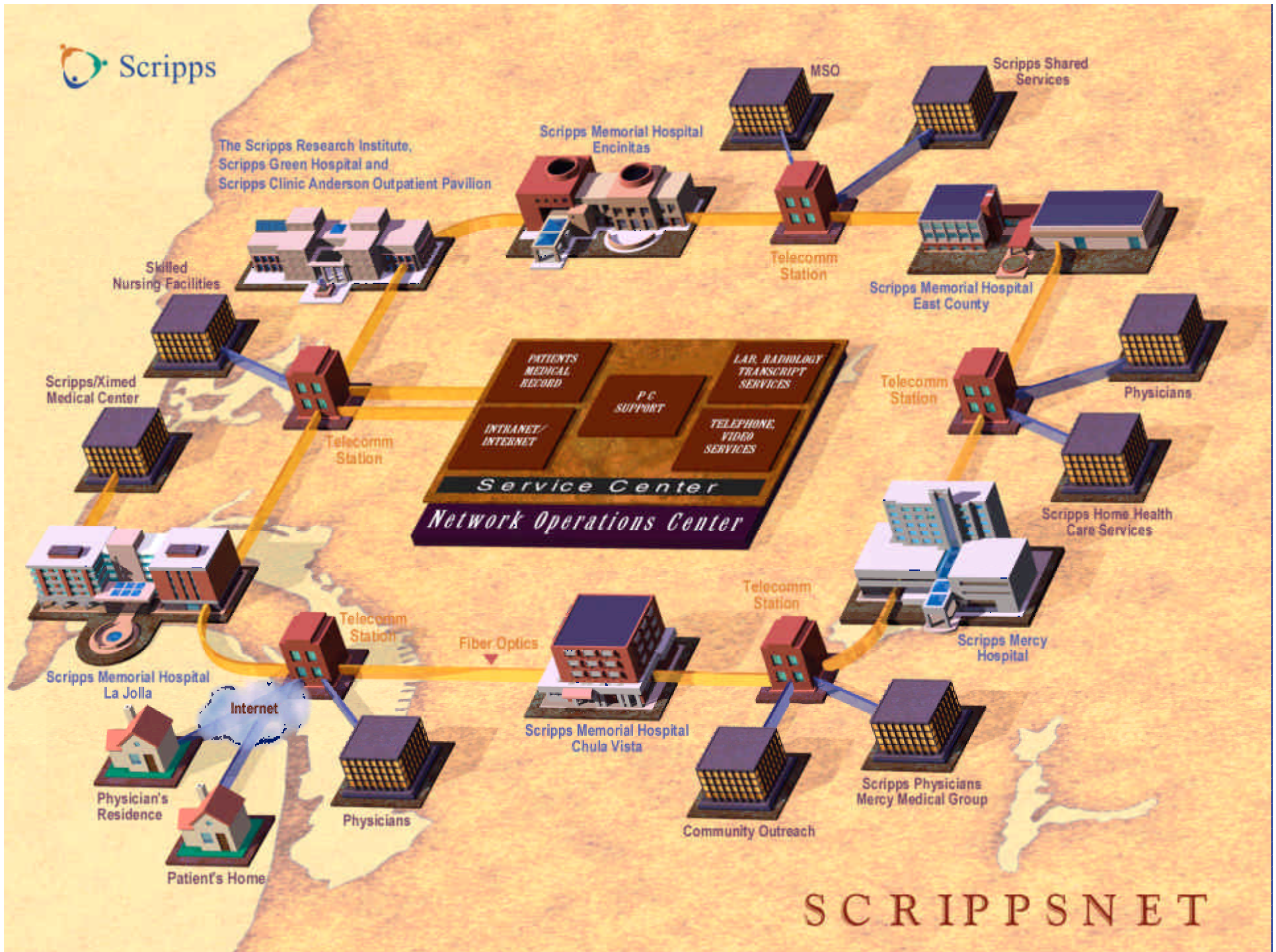
Security requirement will not impact use



Technology supports virtual integration



Technology is NOT the KEY issue



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Reference Slides

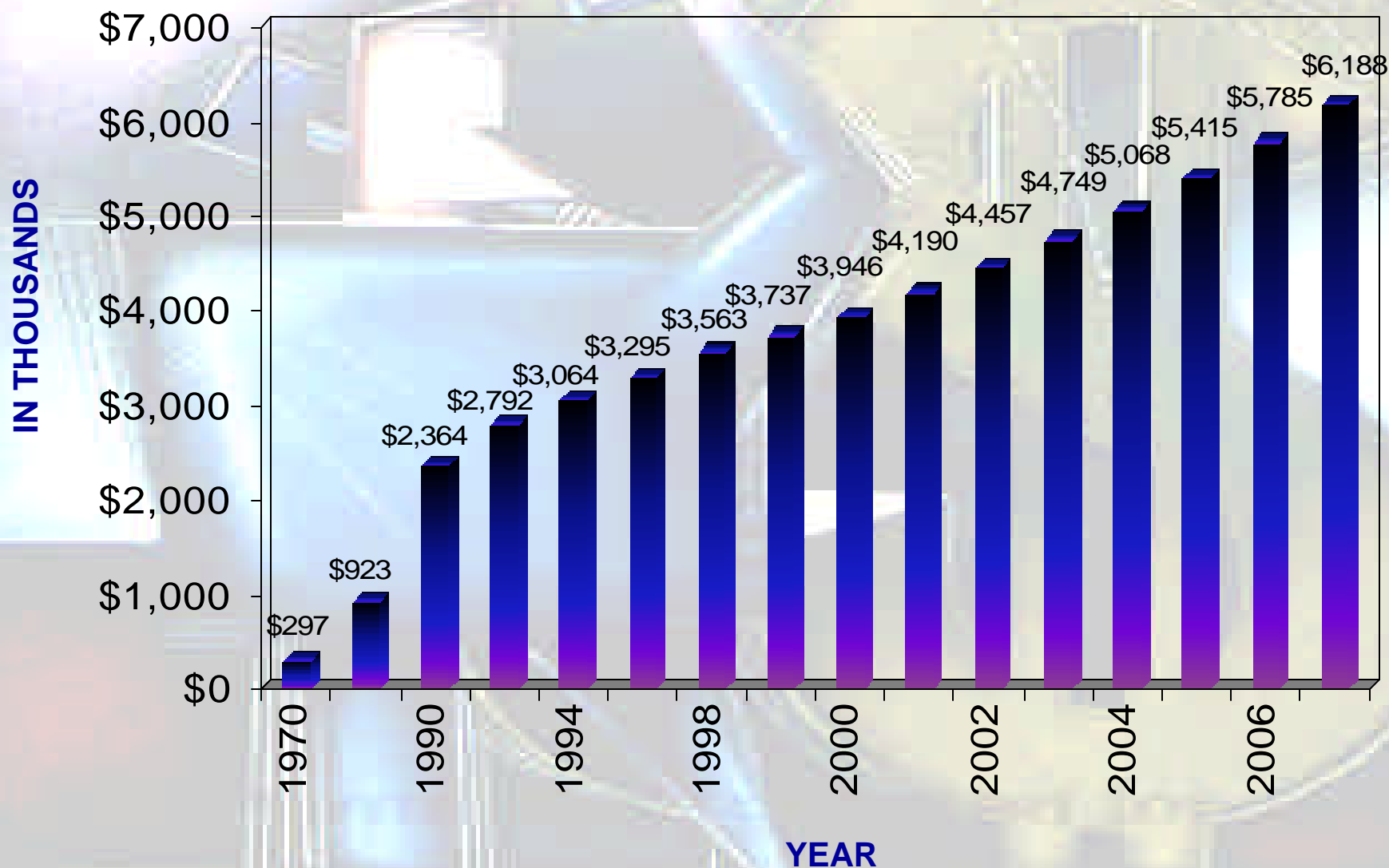


U.S. Healthcare Expenditures



Source: HCFA (Figures after 1997 are projections)
January 1999

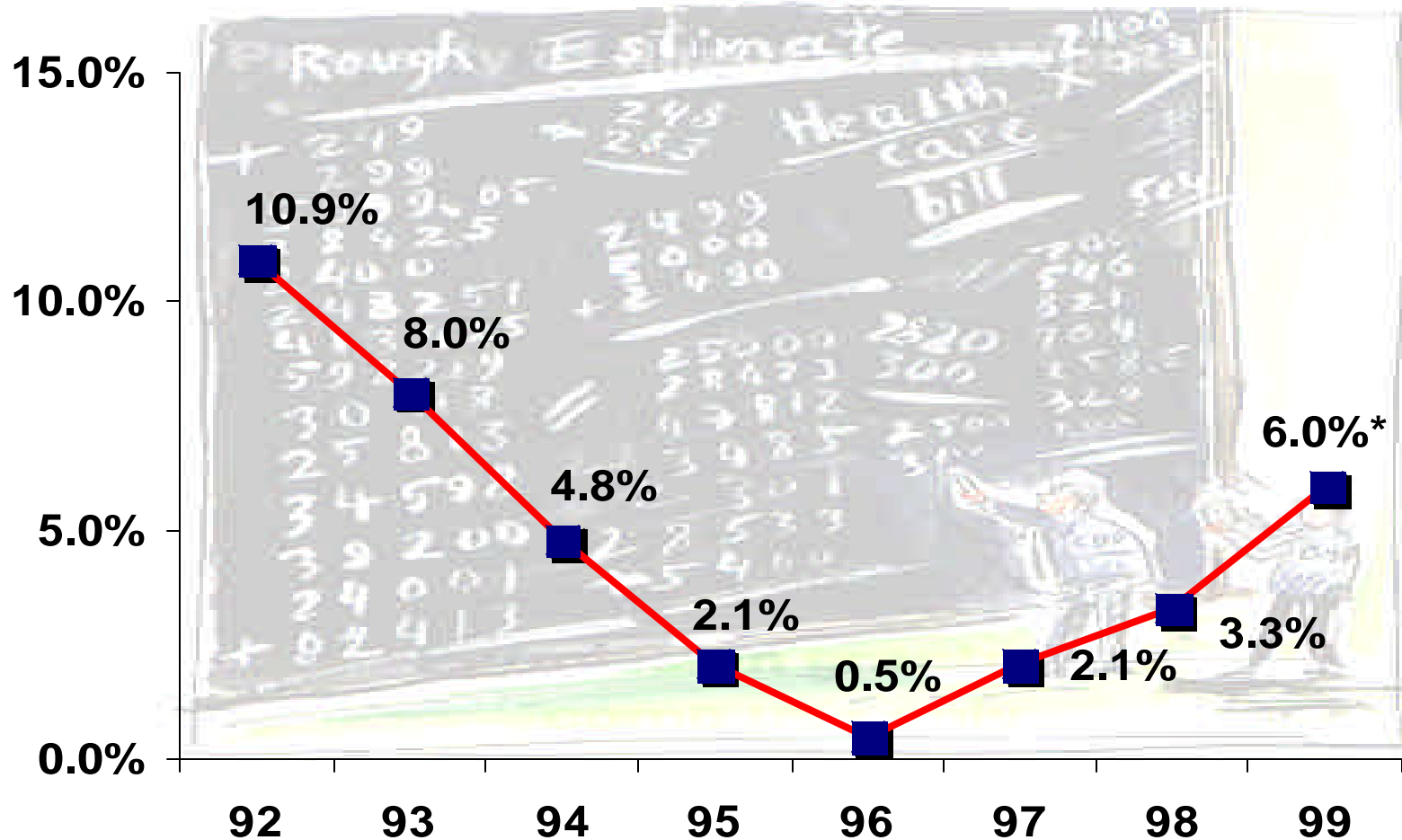
U.S. Per Capita Healthcare Spending



Source: HCFA (Figures after 1997 are projections)
January 1999

Health Insurance Premium Increases

Overall Percentage Change from the Previous Year



Source: Private Health Insurance Premiums - KPMG Peat Marwick
 *Premiums in 1999 are expected to increase between 5-7%
 January 1999

San Diego County Population

	Year	Total	Percent
Estimated Population	1999	2,766,700	100%
Estimated Insured	1999	2,130,359	77%
Estimated Uninsured	1999	636,341	23%

Source: Healthdemographics and
 UCLA Center for Health Policy Research
 January 1999

San Diego County Indigent Population

Approximately 636,000 (23%) people are uninsured

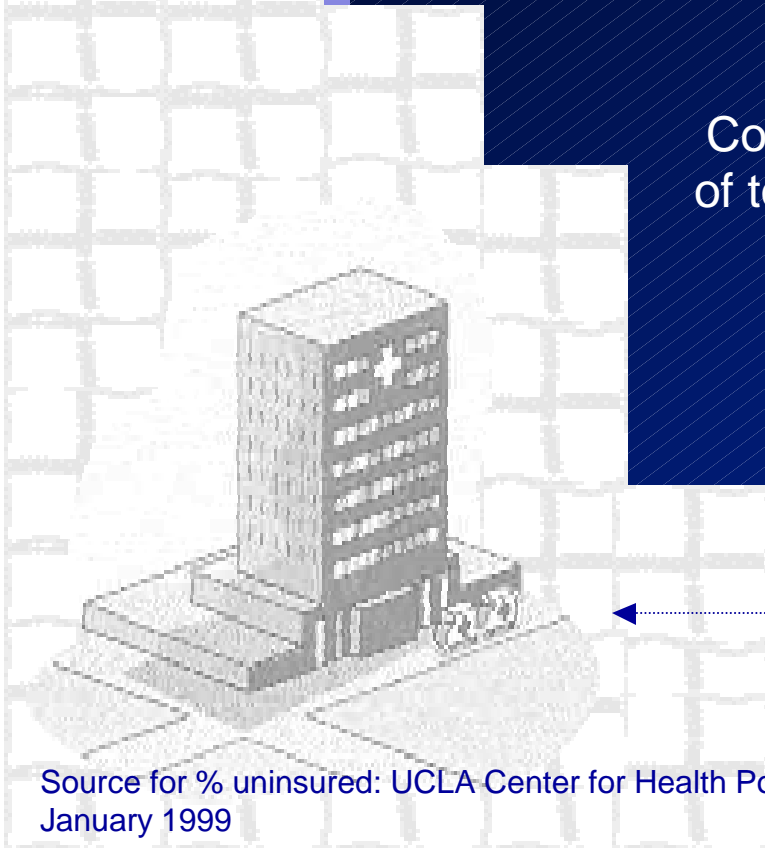
No county hospital



County government contributes only 1% of total hospital revenues to indigent care



Private hospital sector is the safety net for indigent care



Source for % uninsured: UCLA Center for Health Policy Research
January 1999

Healthcare Consolidation in San Diego

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Purchaser Consolidation

- CalPERS
- Pacific Business Group
- Medicare
- Medi-Cal
- TriCare
- HIPC

Payor Consolidation

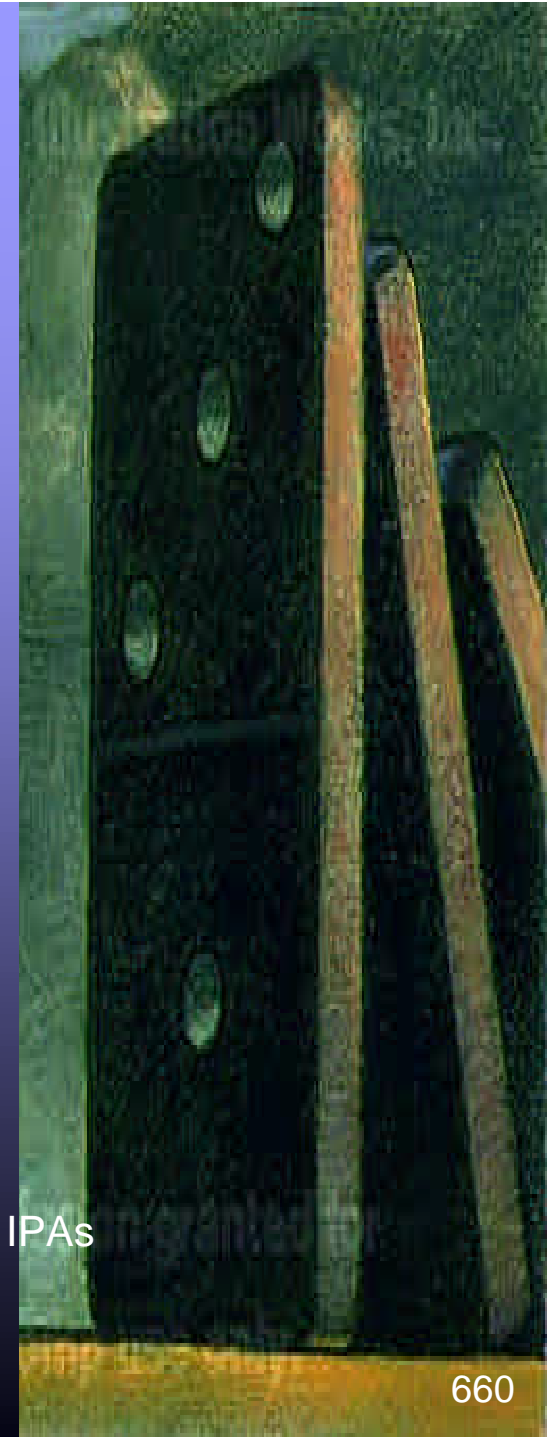
- PacifiCare
- HealthNet
- Aetna/Prudential
- Blue Cross
- Blue Shield
- Kaiser

Provider Consolidation

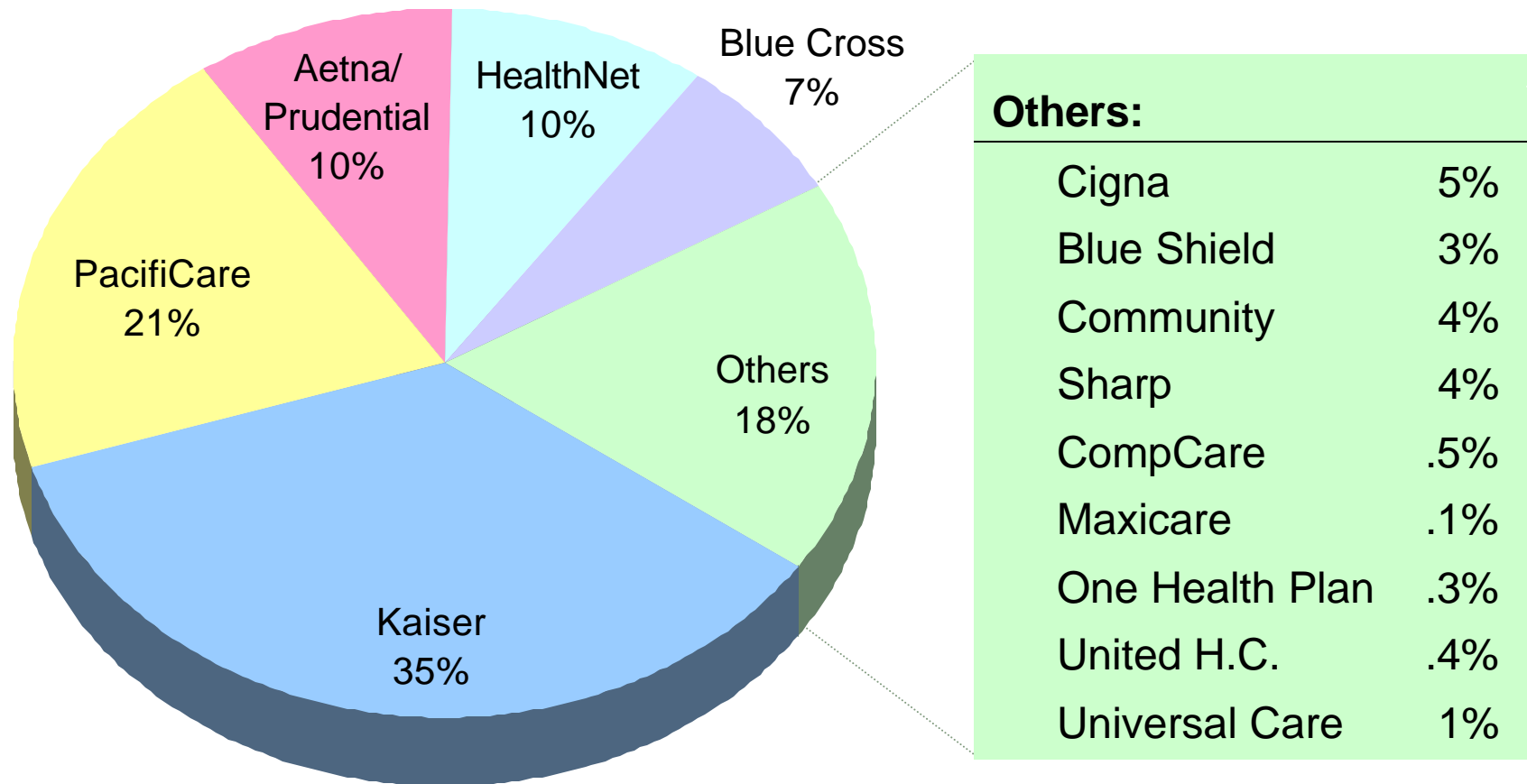
- Five major health systems
- Twelve major medical groups and IPAs

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January 24, 2009



San Diego County Payor Consolidation Percent of HMO Insured (Capitated) Population

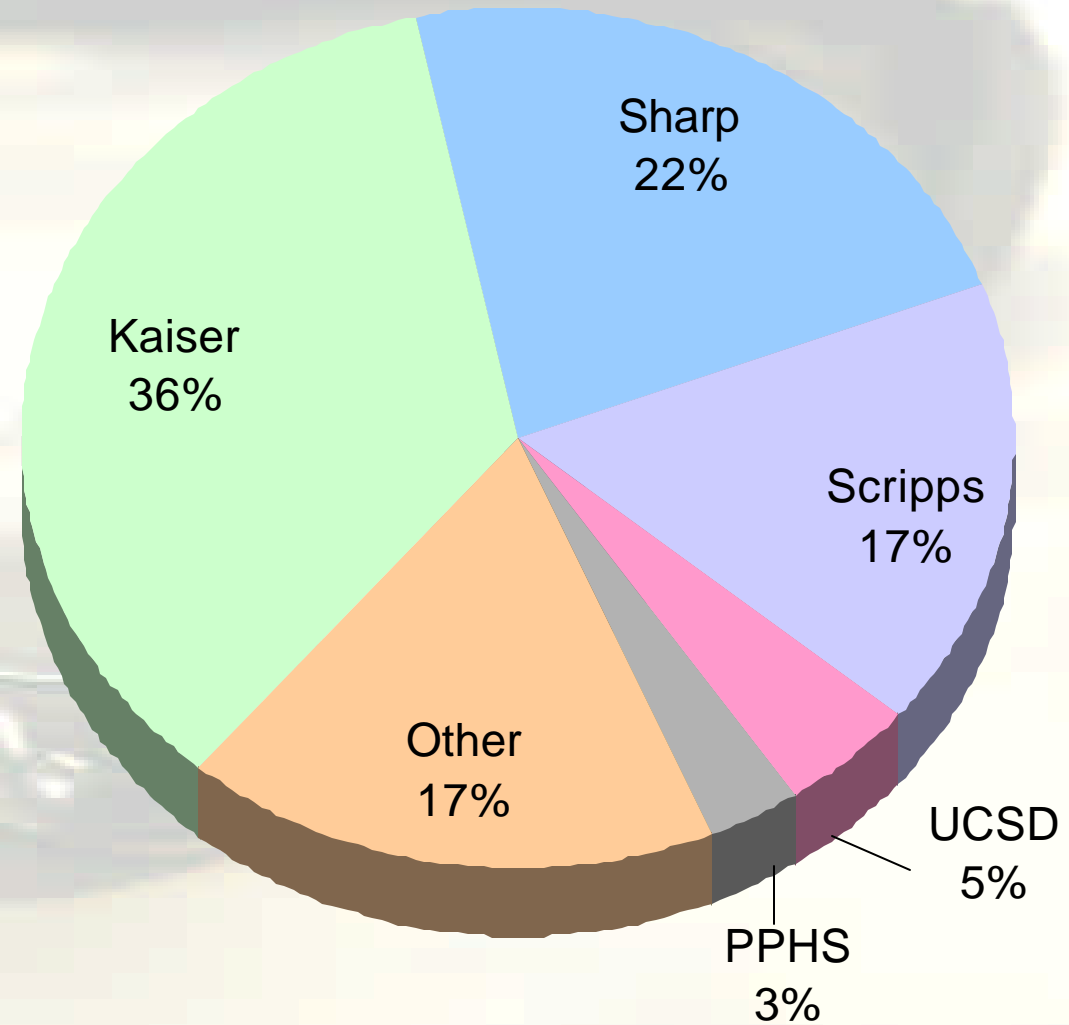


Totals include HMO, Medicare HMO, Medi-Cal HMO, and POS

San Diego Physician Consolidation

Twelve Physician Organizations Affiliated with Five Health Systems
Care for 83% of all HMO Insured

Kaiser	494,160
Sharp	310,000
Scripps	237,400
UCSD	64,000
PPHS	41,000
Other	242,330
Total	1,388,890



Source: Scripps and Physician Group Representatives
January 1999

Enterprise Vision

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Scripps integrated delivery system is committed to improving and maintaining the health of the community that it serves through the provision of high-quality health services. Scripps desires and includes a distributed network of providers who will function seamlessly across this comprehensive continuum of care.

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Medical Intranet "ScrippsNet"

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Information Services Systems

- Physician's Webtop
- Enterprise E-Mail
- Static Content
- Managed Care Views and Transactions
- Clinical Data Views and Transactions

Value to Scripps

- Electronic Branding
- Physician, customer satisfaction
- Access to Essential Financial Data
- Access to Essential Clinical Data
- Standard "ScrippsNet" easy access
- Standard Security Controls

Home Page - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://scrippsnet/scrippsnetopen/> Go Links >>

Back Forward Stop Refresh Home Search Favorites History Mail Print Edit

Home Hospitals Ambulatory SNF Home Health Campus Point Contents Search Feedback

welcome to scripps Net Home Page Scripps

Directory Traffic Report Pubmed Search ScrippsNet Secure Scripps Internet

Enterprise Groups

Ed/Training

Patient Care

Communications

Pols & Procs

Maps

What's New

Forms

Health Care

Project 2000

Information Center

Journals Online

News

- [PC Desktop Rollout](#)
- [PML Lab Transition News Page](#)
- [Systems of Excellence Updates](#)
- [What's New](#)

Miscellaneous

- [Online ICD-9-CM Codes](#)
- [MICROMEDEX CareNotes](#)
- [Information Services](#)
- [Facilities Website](#)
- [Project 2000 Information](#)
- [Fax & Memo Word Templates](#)
- [Download Scripps Logos](#)
- [Spiritual Care Services](#)

Done Local intranet

Start Inbo... Micr... I/S ... Win... Snag... Here... Ho... 4:27 PM

ScrippsNet Home page

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Home Page - Microsoft Internet Explorer

File Edit View Go Favorites Help

Back Forward Stop Refresh Home Search Favorites History Channels Fullscreen Mail Print Edit

Address <http://scrippsnet/scrippsnetopen/> Links

Home People Finder Doctors Hospitals Ambulatory Skilled Nursing Campus Point Contents Search

Welcome to ScrippsNet Home Page

Traffic Report PubMed Search www.scrippshealth.org ScrippsNet Secure

News

What's New
Area Code Change
President's Letter
ScrippsNet Unveils New Look
New Chief of Healthcare Operations
PC Desktop Rollout
Lab Transition News Page
Systems of Excellence Updates

Miscellaneous

Online ICD-9-CM Codes
MICROMEDEX CareNotes
Popular Scripps Slides
Facilities Website
Fax & Memo Word Templates
Download Scripps Logos

Enterprise Groups
Education/Training
Finance/PFS
Communications
Human Resources
Compliance
Policies & Proce
Maps
Forms
Health Care
Info. Center
Community Health
Medical Links

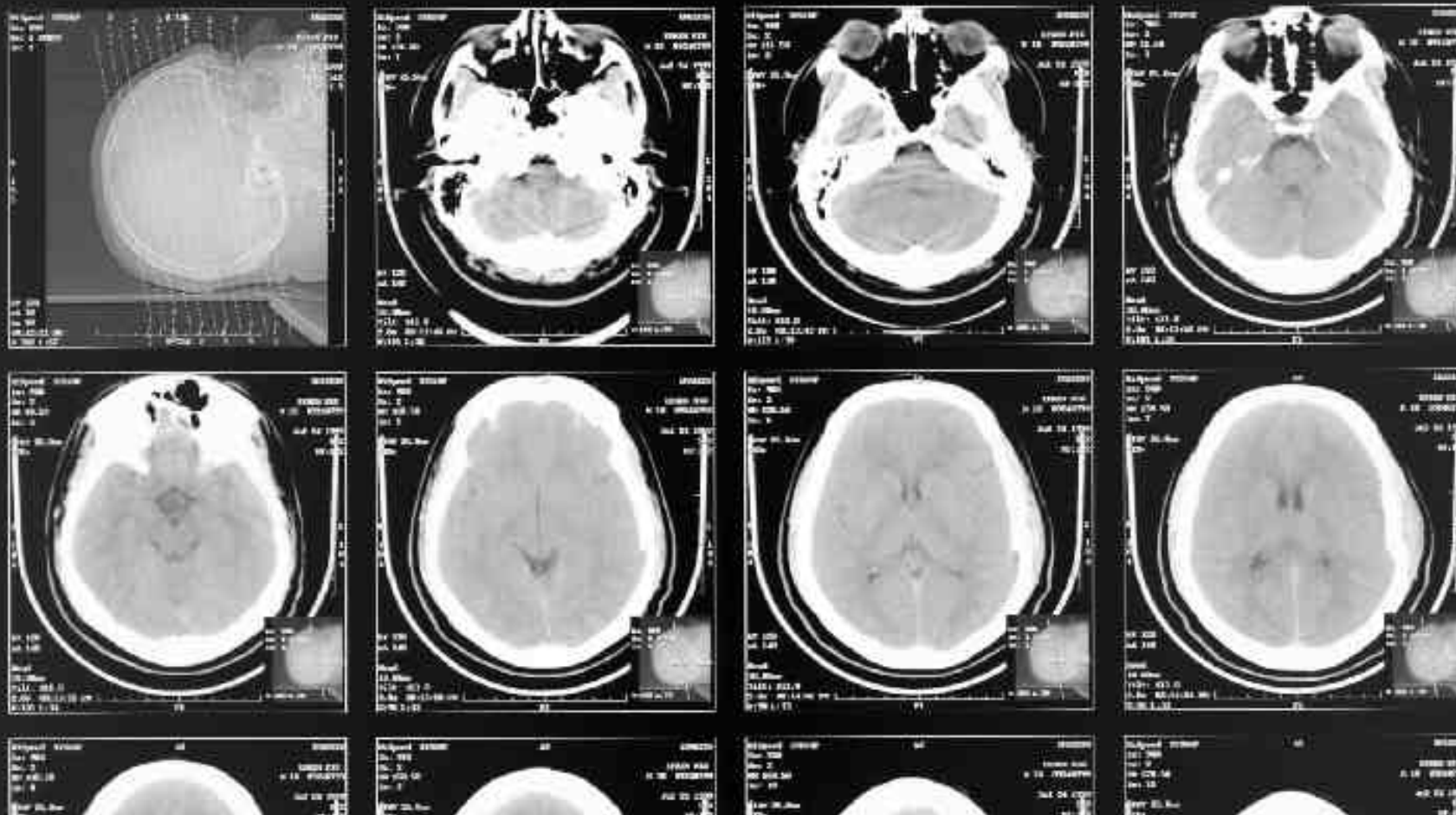
Scripps Mercy had its 30,000th cardiac catheterization conducted on Oct. 28th. Dr. Paul Phillips performed the procedure.

(5 items remaining) Opening page http://scrippsnet/ Local intranet zone

Start Inbox - M... Balgrosky... slides - M... Microsoft ... Home Pa... 3:40 PM

Series: CT HEAD [1-1] Image: < 1 > Size to fit x4 x3 x2 x1 Return to exam list Montage
Audio Report ?

2800 / 2000



Done

Internet



4:33 PM

Resource Requirement

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- Senior Leader Sponsorship
- Technology
 - ◆ Hardware and software
- External Requirements
 - ◆ Web developers, graphic artist, smart card consultant
 - ◆ HealthCentral.Com and Siemens

Financial Plan

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9 Month Cost Detail

CAPITAL

FY 2000

Consulting

Per Diem

\$ 500,000

Subtotal \$ 500,000

Software

Development Tools

\$ 30,000

Interface to Database

15,000

Licenses

75,000

Subtotal \$ 120,000

Hardware

Server

\$ 30,000

Smart Cards @50

\$ 750

Smart Card Readers @50

1,250

Subtotal \$ 30,000

Contingency

\$ 100,000

TOTAL \$ 750,000

Risks

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Pre-registration

No engagement



Smart Card

Internal process undefined & unsupported



Patient Information Manager - PIM

Security breach, no engagement

Addressing Risks

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Pre-registration

Promotion, no co-pay



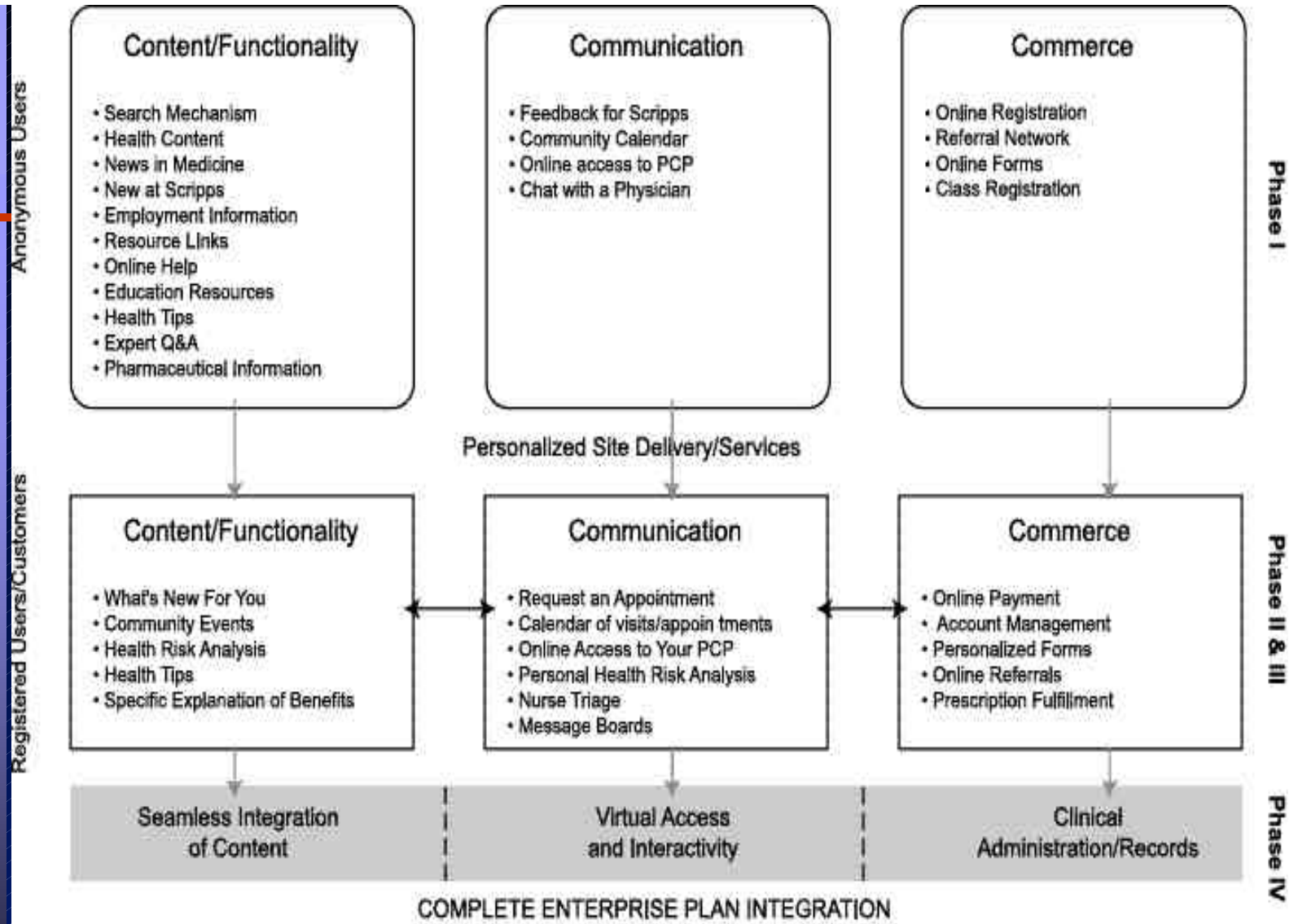
Smart Card

Offer free parking, meals; physicians get elig



Patient Information Manager - PIM

VPN, Secure Technology (SSL)



Potential Scripps Website Vision