

Tucson Medical Center

EXECUTIVE LEADERS SUPPORTING CHANGE



The American Heart Association and American Stroke Association recognize this hospital for achieving 85% or higher adherence to all Get With The Guidelines® Stroke Performance Achievement indicators for consecutive 12 month intervals and 75% or higher compliance with 6 of 10 Get With The Guidelines® Stroke Quality Measures to improve quality of patient care and outcomes.



TMC Overview

- Facilitators of engagement
- Institutional support
- Identifying & overcoming challenges
- Structuring for success
- Advice to others

Facilitators of Engagement

- Motivating physicians through service line agreements
- Rebuilding and honoring relationships
- Working with the board
- Building trust
- Serving the community as a non-profit hospital
- Aligned leadership – Chose a leadership team that could make it work.

Institutional Support

- In fall 2009: TMC Board approved participation in the ACO pilot and committed financially to its success
- ACO concept fits with the hospital's mission
- Right thing to do for the community
- Stewardship of community resources
- Fulfills triple aim of Berwick and IHI:
 - Improving health of the community,
 - Enhancing the patient experience of care, and
 - Reducing or controlling the per capita cost of care.

Identifying & overcoming challenges

- The argument: Why this is the right direction
- Board, administrative, and physician leader buy-in
- Creating a business model to ensure the future of the hospital – cost efficiency
- Culture change
 - Changing the hospital's service paradigm
 - Readiness to change practice
 - Incentivizing change

Structuring for success

- Physician steering committee
 - Develop physician champions
 - Broad involvement of physician organizations and UHC
 - Determine ACO composition and structure
 - Identify tools for the ACO and a workplan to achieve
 - Expand physician subscription/membership to the ACO

Structuring for success

- Executive governing board
 - Elected by ACO members
 - Representative (ancillary, hospital, physician)
 - Decision-making power
 - Determine the distribution of shared savings
 - Negotiate contracts
 - Evaluate performance

Advice for others

- Engage finance
- Engage legal counsel
- Acknowledge entrance into risk domain
- Understand practical realities of technology