

Maine and New Hampshire Healthcare Transformation Learning Symposium Wednesday March 14, 2012



Agenda

8:30 **Registration and Continental Breakfast**

9:00 **Welcome and Introduction**

Jeanne Ryer, NH Citizens Health Initiative
Elizabeth Mitchell, Maine Health Management Coalition

9:10 **Patient Engagement**

Consumer Engagement in Maine, Nancy Morris, Maine Health Management Coalition
Healthy UNH, Kimberly Persson, MSW, NH Institute for Health Policy and Practice, UNH

9:50 **Maine Payment Reform**

EMHS Pioneer Accountable Care Organization
Michael Donahue, MBA, Eastern Maine Health System

10:20 **Break**

10:30 **Keynote Address**

Relational Coordination and the Transformation of Healthcare
Jody Hoffer Gittel, PhD, Brandeis University's Heller School for Social Policy and
Management and Relational Coordination Research Collaborative

12:00 **Luncheon**

12:30 **New Hampshire Payment Reform**

NH Accountable Care Organization Project, Designing a Financial Model to Address ACO Challenges
Sharon Beaty, NH Mid-State Health Center
Jim Highland, Compass Health Analytics

1:00 **Aligning Clinical Measurement**

Clinical Measurement Discussions in Maine, New Hampshire and Nationally
Ted Rooney, RN, MPH, Maine Health Management Coalition
Don Caruso, MD, MPH, Dartmouth-Hitchcock Keene and NH ACO Project Clinical Lead
Elizabeth Mitchell, Maine Health Management Coalition, member National Quality Forum Measure
Application Partnership Committee

2:00 **Adjourn**

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About the Speakers

Jody Hoffer Gittel, PhD is a Professor of Management at Brandeis University's Heller School for Social Policy and Management. She serves as Director of the newly formed Relational Coordination Research Collaborative, which brings practitioners and researchers together to transform organizational relationships for high performance.

Dr. Gittel's research explores how coordination by front-line workers contributes to quality and efficiency outcomes in service settings, with a particular focus on the airline and healthcare industries. She has developed a theory of relational coordination, proposing that work is most effectively coordinated through relationships of shared goals, shared knowledge and mutual respect, and demonstrating how organizations can support relational coordination through the design of their work systems.

She is the author of dozens of articles and chapters, as well as books. *In High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience*, Gittel presents her findings from ten years of research in the healthcare industry. In *The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance*, and *Up In the Air: How the Airlines Can Improve Performance by Engaging Their Employees*, she reports her findings from the airline industry. Her newest book, *Sociology of Organizations: Structures and Relationships* (with Mary Godwyn) compares the relational organizational form to the bureaucratic organizational form, seeking a logically coherent hybrid form that captures the best of both worlds.

Dr. Gittel has won a Best Book Award from the Alfred P. Sloan Foundation, a Best Paper award from the Human Resource Division of the Academy of Management, the Douglas McGregor Memorial Award for Best Paper of the Year in the Journal of Applied Behavioral Science, and an Honorable Mention for the Douglas McGregor Memorial Award for Best Paper on Organizational Change. Before joining the faculty at Brandeis University, Dr. Gittel received her PhD from the Massachusetts Institute of Technology Sloan School of Management and taught at Harvard Business School.

Jeanne Ryer, MS, is Director of the NH Citizens Health Initiative, a multi-stakeholder statewide effort to create a system of care that promotes health, assures quality and makes care affordable, effective, and accessible to all New Hampshire residents.

From 2003 until 2011, Jeanne was Program Director at the Endowment for Health, New Hampshire's statewide health foundation, where she managed a portfolio of grants, projects, and policy initiatives addressing economic and geographic barriers to health. Her work focused on state and federal health system reforms, safety net health services and community transportation. She led efforts to develop and implement a Mission Related Investment strategy to create the Safety Net Loan Fund, a working capital loan fund for safety net primary care, mental health, and oral health clinics.

Before joining the Endowment, Jeanne served as Senior Program Officer for the New Hampshire Charitable Foundation managing the grants programs of two of its regional divisions and covering health issues statewide for the Foundation. She also served as lead staff for the Lakes Region Charitable Foundation, a regional division of NHCF.

Prior to working for the NHCF, Jeanne was the principal of a consulting firm specializing in community health and human services planning and primary health care access, focusing on the needs of the underserved in rural and remote areas. Earlier in her career she worked in direct service, patient education and program administration in community health programs. She is author and co-author of several books, including one of the early guides to the Internet and others on accessing health and medical information online.

Elizabeth Mitchell currently serves as CEO of the Maine Health Management Coalition, an employer and union-led, multi-stakeholder coalition whose mission is to improve the value of healthcare services. The Coalition is actively engaged in payment reform and health system redesign with its many partners. Elizabeth is on the Board of the Network for Regional Health Improvement and the National Business Coalition on Health where she co-chairs the Government Affairs Committee. Elizabeth also serves as chair of Maine's Chartered Value Exchange, co-convener of Maine's Aligning Forces for Quality project as well as Maine's multi-payor Patient Centered Medical Home Pilot and on the Advisory Committee of the Maine Quality Forum. Prior to being appointed CEO, Elizabeth served on the Board of the Coalition for five years and as a founding member of its consumer engagement group, representing her then employer, MaineHealth, Maine's largest integrated health system. Elizabeth led

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MaineHealth's Government Relations and Employer Relations programs and initiated and directed several transparency and quality improvement efforts including development of MaineHealth's Center for Quality and Safety.

In 1998 Elizabeth was awarded an Atlantic Fellowship from the Commonwealth Fund and British Council to study international health policy at the London School of Economics. She stayed in London an additional four years doing graduate work in health policy while also working as the Director for Public Affairs at the Nuffield Trust, a health philanthropy. While in the UK, she completed the International Health Leadership Programme at Cambridge University's Judge School of Management. Prior to accepting the fellowship, Elizabeth served in the Maine State Legislature representing part of Portland, one term as Chair of the Health and Human Services Committee. She worked as a Senior Policy Analyst at the National Academy for State Health Policy before and during her time in the Legislature. Elizabeth lives in Portland Maine with her husband and four children.

Nancy Morris is a practiced healthcare leader and collaborator with extensive health benefits and clinical care experience; prepared and eager to facilitate change to improve health care cost, quality and access in Maine. She is currently the Director of Communications at the Maine Health Management Coalition and is charged with engaging patients and encouraging employers to purchase high quality health care. Prior to joining the Coalition, Nancy helped start three US News and World Report Top Rated Health Plans and worked with multiple Maine healthcare providers to improve their adherence to evidence-based guidelines and safety.

Kimberly Persson, MSW, is a Project Director at the New Hampshire Institute for Health Policy and Practice. She joined the Institute in September of 2006. Kim coordinates the daily operations of Healthy UNH and serves as the study coordinator for the Strategic Plan for Arsenic Research in Kids (SPARK), a collaborative research study with Columbia University. Kim is a member of the President's Commission on the Status of Women and sits on the VPFA's Flexible Work Arrangements Task Force.

Michael Donahue, MBA, is the Vice President, Payor Contracting and Relations at Eastern Maine Healthcare Systems. He has responsibility for EMHS' preparedness for health care reform. In addition, he engages EMHS provider groups and other health care professionals, regulatory agencies, payers, and employers in designing consumer-directed services for the future. He oversees the operation of Beacon Health, LLC.

Mike received his undergraduate degree in Business Administration from the University of Maine at Orono and his Masters degree in Business Administration from Southern New Hampshire University.

Sharon Beaty, MBA, FACMPE, a native of rural Texas, holds a Bachelor of Science in Chemistry from Texas Tech University. After working as a hospital laboratory technologist and administrator, Sharon obtained her Master of Business Administration from Baylor University and began consulting for professionals including physicians, dentists and attorneys.

She began the management and administration of medical practices in 1994 and has managed private, hospital-owned and independent non-profit practices in Texas, Kansas and New Hampshire.

Sharon specializes in challenges faced by rural markets and primary care clinicians as well as in the development of integration

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of behavioral health services in primary care. Her experience includes recruitment and retention of professional staff and addressing the ongoing issue of reimbursement for primary care. She currently is CEO of Mid-State Health Center in Plymouth and Bristol, New Hampshire and continues to do practice evaluation and consulting work for physician practices.

Jim Highland, PhD has a unique background in healthcare finance, insurance, health economics, and healthcare information systems. In combining his background with the Compass team's deep expertise in healthcare actuarial methods and sophisticated data management, his work has focused on using complex healthcare data, analysis, and model building to advise state policy makers and executives in community healthcare organizations on issues related to healthcare costs, insurance coverage, strategic planning, pricing, contracting, and investment decisions.

Prior to founding Compass in 1997, Jim's experience included progressively responsible positions with a large multi-hospital system, a prominent Blue Cross Blue Shield plan, and two healthcare consulting firms with national and international operations. He has extensive experience in the issues facing regulators as well as public and non-profit payers, particularly the financial aspects of expanding access to health care. He has done work on the costs of coverage under new programs and benefit plans, including assessing health reform initiatives targeted at expanding affordable coverage, analyzing health insurance benefit mandates, and projecting the costs of integrating separate public insurance programs. He has also analyzed and advised executive decision makers on payment systems, incentives, and risk bearing.

Jim holds a Ph.D. in applied economics from the Wharton School of the University of Pennsylvania, where he studied health economics and the economics of risk and insurance. In addition, he holds a Master of Health Services Administration from the University of Michigan's School of Public Health, with concentrations in finance and information systems, and a B.A. in economics, with honors, from Northwestern University. In 2009 he was appointed by the Governor to Maine's Advisory Council on Health System Development, which advised the Maine legislature on health policy priorities. Jim also teaches healthcare finance. He serves as an Adjunct Professor at the University of Maine System's Muskie School of Public Service and has also taught at the University of Pennsylvania's Wharton School and in the Sloan Program in Health Administration at Cornell University.

Ted Rooney, RN, MPH, is Project Leader for the Maine Health Management Coalition's Pathways to Excellence initiatives, which measure and report the value of health care, and work to change the reimbursement system to reward high value care.

Ted is also Project Leader for *Aligning Forces for Quality*, a Robert Wood Johnson Foundation funded initiative led in Maine by Quality Counts in partnership with the Maine Quality Forum and Maine Health Management Coalition.

Previously, Ted managed health programs for L.L. Bean for 15 years. Ted serves on various Boards and Committees: (1) Maine Health Data Organization Board (2) AHRQ Healthcare Cost and Utilization Project Steering Committee (3) Quality Alliance Steering Committee National-Regional Implementation Workgroup (4) Healthy Choices for ME advisory committee.

Don Caruso, MD, MPH, a family physician and Dartmouth-Hitchcock Keene Medical Director. Dr. Caruso has provided medical care to Keene area families for 20 years. He has served as Chair of the Department of Family Medicine at DHK and as Associate Medical Director. Dr. Caruso served as Chief Medical Informatics Officer, Physician Champion of Electronic Medical Records, Medical Director of Medical Home Clinical Performance, and Co-Medical Director of the Dartmouth-Hitchcock Regional Primary Care Collaborative.

Dr. Caruso was Chair of the Vision 2020 Steering Committee committed to making Cheshire County the healthiest community in the nation by the year 2020. He is also a frequent visitor to Haiti and leader of a medical team that provides care to some of the most disadvantaged and medically underserved people in the Western hemisphere.

Dr. Caruso has received national recognition as the Microsoft Physician of the Year for the implementation methodology he developed and used at DHK for installing Allscripts electronic medical record technology into a multi-specialty physician group practice. Dr. Caruso is a member of the American Academy of Family Physicians and the Academy of Physician Executives.

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