Maintaining the Academic Mission in an Era of Changing Health Care Systems
Purpose

- Investigate ways to facilitate the integration of the academic and private practice cultures in a clinically integrated network while maintaining tripartite mission
Process

- Identify issues and existing literature surrounding the expansion of academic medical systems
- Apply these findings within the context of the expansion of the UCHealth System
- Understand the different perspectives of stakeholders across the enterprise
- Provide recommendations from our findings to facilitate the expansion
The Academic Medical System of the Future: AAMC Report 2014
The Academic Medical System of the Future: AAMC Report 2014

1. Systems-based
2. Alignment
3. Evolving relationships
4. Enhanced profile for leaders
5. Transparency
6. New operating model
7. Population health
8. Candid assessment
Advantages of integration: patient care, research, & education

COMMUNITY PRACTICES
- Branding
- Infrastructure/EMR
- Economies of scale
- Educational opportunities
  - For practitioners
  - For medical students
- Access academic center resources
  - Clinical Trials
  - Educational tools

ACADEMIC PRACTICES
- Expanding catchment area
  - Covered lives
  - Expansion of clinical trial access
- Partnership in care
- Raising quality of care across continuum
- Clinical income
- Clinically integrated network
- Training venues/opportunities
Clinically Integrated Network
UCHa (Authority)

UCHa

- UC Hospital
  - CU SOM faculty*
- UC Clinics in Denver Metro
  - CU SOM faculty*
- Cherry Creek
  - CU SOM faculty*

*Physicians Paid by CU Medicine (formerly UPI)
Clinically Integrated Network
UCHc (Community)

UCHc

Highlands Ranch Hospital
Broomfield

- CU SOM faculty*
- UCHealth employees**
- Private practice with privileges
  - CU faculty appt
  - Adjunct faculty
  - No faculty appt

Poudre Valley Hospital
CO Springs Memorial Hospital

- UCHealth employees**
- Private practice with privileges
  - CU faculty appt
  - Adjunct faculty
  - No faculty appt

*Physicians Paid by CU Medicine (formerly UPI)
**Physicians paid by University of Colorado Health Medical Group (UCHMG)
The Front Range system of healthcare does not “fit” in the most common model.
Stakeholders: Who we interviewed

John Reilly, MD
Dean, University of Colorado School of Medicine and Vice Chancellor for Health Affairs

Lilly Marks
Vice President for Health Affairs for the University of Colorado and Anschutz Medical Campus

Steve Lowenstein, MD, MPH
Associate Dean Faculty Affairs, University of Colorado School of Medicine

Sarah Thompson, PhD, RN, FAAN
Dean, University of Colorado Denver College of Nursing

Will Cook
President & CEO, University of Colorado Hospital

Bill Neff, MD
Chief Medical Officer, UCHealth

Tom Purcell, MD
Associate Professor, Division of Medical Oncology and Executive Medical Director of Oncology Services

Mark Hancock, MD, MBA
Assistant Professor, Medicine-Medical Oncology
What we heard

- Areas of agreement:
  - Clinically Integrated Network
  - Move to population health
  - Preservation of tripartite mission
    - Clinical care
    - Education
    - Research
  - Quality metrics essential
Areas for improvement:

- Governance structure
- Providers: Expectations, incentives, reward & recognition
- Horizontal & vertical communication
- Quality metrics across all sites
- Cultural change
Recommendations

- Create a task force
- Develop a unified mission
- Develop communication plan
- Establish quality metrics across 3 platforms
- Support primary care
- Conduct self-assessments using AAMC Tool
AAMC Assessment Tool:\n“Evaluating the Strength of Your Position and Readiness for Transformation: What Cards Do You Hold?”

THE “CARDS” THAT EACH ORGANIZATION/LEADER HOLDS:
- Unified Leadership and Culture
- Cost management/quality of care
- Fiscal transparency
- Access to capital
- Primary care
- Analytics
- Management of risk
- Scale
- Brand
- Innovation
- Policy leadership

“How Important is this Card to Me and My Organization?”

“How well does my organization perform?”

Moving Forward

- Change is underway
- Rapid
- Nimble decisions & action required
Thank you

- Team Transplants would like to thank all of those who cordially agreed to share their time and candid views with us.
References


