A wooden boardwalk made of light-colored planks winds through a dense, vibrant green forest. The path curves gently through the undergrowth, surrounded by various types of trees and lush foliage. Sunlight filters through the canopy, creating a bright, airy atmosphere. The overall scene is peaceful and natural.

WHERE ARE YOU ON THE PATH TO HEALTH REFORM?

JBS Center for Sustainable Health and Care

There has never been a time quite like this in the American system of **health** and **care**—a time of much change, confusion, and uncertainty about how best to deliver and finance care.

Whether you are beginning your journey or are in the midst of organizational transformation, we can help you navigate the way.

Traditional care is not sustainable

The American health care system has much to be admired but is also in need of major improvement. We research and pioneer new and exciting ways to diagnose and treat major illnesses yet rank 37th in the World Health Organization's assessment of the world's health systems. We provide the most costly care in the world, but more than 400,000 patients die each year from unsafe clinical practices. Many more suffer because of preventable medical errors related to misdiagnoses, missed opportunities for treatment, inappropriate prescribing of medications, or complications during and after surgery. And the administrative burden of our system has been calculated to be as high as 25% of total costs. We can, and must, do better.

Transitioning can be challenging and painful

As we move away from traditional care, the roles of providers, payers, public services, and community-based organizations shift and blur. Each of us as individuals must assume more responsibility for our own health and care. Successfully moving through this uncharted territory requires experience, understanding of how all participants can interact, and clear, actionable goals.

Transformation requires vision and active commitment to the entire health care system

A system as complex as health care in the United States cannot be transformed without some understanding of where we can be, and will be, in the future. The world is changing rapidly and so must all aspects of our current health care

environment. New reimbursement strategies, novel models of care delivery, access to comprehensive data and information, advanced data analytics, and tools for organizational culture change are critical elements of the safe, effective, efficient, person-focused, and sustainable health and care system of the future.

The JBS Center for Sustainable Health and Care

The JBS International team of experts has hands-on experience in all sectors of the health care industry and can help you successfully navigate through the uncertainty and challenges. Our extensive work with vulnerable populations can help you effectively engage with these particularly costly and complex groups of individuals.

Three decades ago, JBS began with a vision to change service systems and improve lives in sustainable ways through a multidisciplinary, strengths-based culture. This strategic, agile, collaborative organizational culture ensures that we are equipped to customize solutions to meet your specific needs, wherever you are on the change continuum. We are not afraid to ask the tough “what if” questions that will create a vision of success for each of our clients and to design and realize solutions that move each client ever closer to making its vision a reality.



Where are you on the change continuum?

The three stages of the health care system:

Traditional Care

- Fragmented care
- Clinician-centric focus
- Limited information at the point of care
- Fee-for-service reimbursement

Transitional Care

- Team-based primary care
- Care coordination
- Health IT-enabled/early analytics
- Quality incentive payments

Transformative Care

- Integrated care across the continuum
- Patient-centric
- Mature health information exchange across the health community
- Providers have full accountability for cost/quality



What do you need to move from one stage to the next?

Wherever you work in the health care arena, you will be dealing with five basic elements of change:

1. Payment Reform: Payers are developing new models of reimbursement, such as global and bundled payments, that span the continuum of care—including that which is provided by community-based organizations. Providers are assuming more and more financial risk and becoming accountable for both quality and patient loyalty.

- 2. Delivery of Care:** Team-based care is becoming the norm. Care coordination, implemented in myriad ways, will engage more and more patients where they live, work, attend school, or participate in community-based programs. Group and virtual visits, still in their early phases, have been shown to improve patients' outcomes and decrease costs. The power of patient engagement through social networks is gaining momentum and will continue to evolve. Leveraging community connections from multiple points of service will enable collaborations to form which will serve as incubators for novel ideas and will allow promising, integrated solutions to emerge.
- 3. Sharing Information:** Coordination of care across multiple providers requires secure and reliable health information exchange among payers, community service organizations, and patients, as well as among providers. Technological capacity for information exchange needs to be built and maintained with optimal security protections and must be scalable to meet emerging requirements.
- 4. Data Access and Analysis:** Providers and payers face the challenges of accessing and integrating data from many clinical, operational, administrative, and patient-derived sources. Access to and analyses of these data are essential for improving care, designing cost-effective programs, and managing financial risk.
- 5. Culture Change:** Changes in our health care system are disrupting long-held concepts about roles, responsibilities, and beliefs. Engaging patients in more collaborative health and care is an iterative process, as it is with all professionals in the provider, payer, and community-based organization environments. Leaders of all sectors will need to guide their organizations as everyday practices change.

What could this change mean for you?



Providers

- Taking on greater financial risk
- Contracting as accountable care organizations with various payers
- Developing team-based approaches in both primary and specialty care
- Establishing contractual arrangements with other providers
- Developing care coordination programs
- Using data and information to guide organizational decisions



Commercial Payers (including self-insured employers)

- Identifying providers that are appropriate for accountable care and alternative payment arrangements
- Decreasing administrative burden on provider networks
- Improving approaches to care coordination
- Supporting health information exchange and access to a full set of claims data by providers
- Providing analytics support



State Agencies (e.g., Medicaid, Behavioral Health, Social Services)

- Integrating health-related data within a single or linked state database for authorized access
- Aligning Medicaid with commercial payers to standardize administrative processes that require provider engagement and data reporting
- Contracting directly with large provider groups to serve as accountable care organizations that are responsible for both the costs and quality of care that is funded by public dollars
- Providing easily accessible information on available community-based resources and their locations
- Improving approaches for patient engagement and outcome-focused care



Community-Based Organizations

- Contracting with accountable care organizations to provide services outside the clinical setting
- Coordinating care among multiple providers and services
- Helping patients navigate the new systems of care and coverage
- Engaging patients and clients in wellness activities and programs

Where to begin?

No matter where you are along your path toward transformation, you will want to continuously cycle through evaluating and updating your strategy. This ensures that your operational plan is actionable and supported throughout your institution. And it demonstrates that your implementation strategy is on schedule and within budget. The JBS team can partner with and support you throughout this process. We can help you with:

Step 1: Sustainability planning for your environment, clients, and resources

- An interactive self-administered readiness assessment survey
- Onsite, in-depth system analysis
- Development of a comprehensive, actionable road map for change
- Help with educating governmental bodies

Step 2: A detailed operational plan

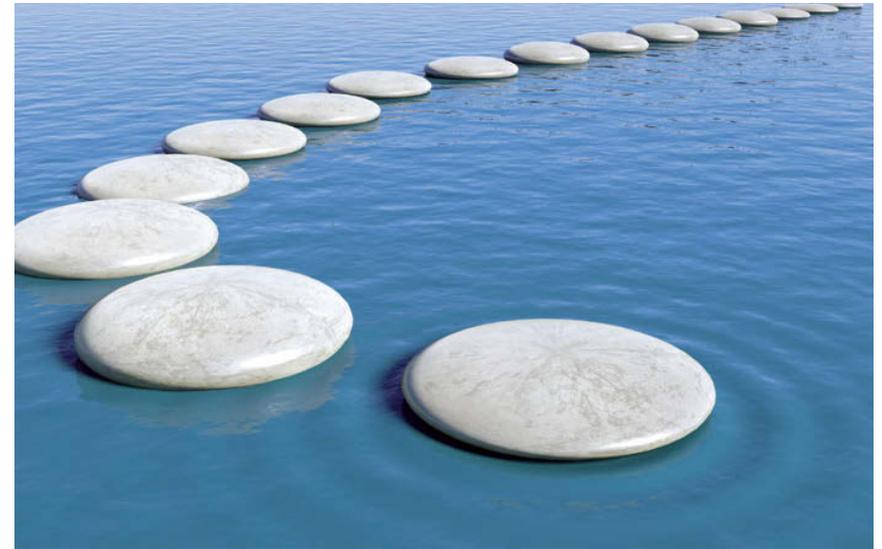
- Procurement planning
- Program design and development
- Staff communications materials
- Basic data analytics, using existing sources
- Health IT consulting services
- Business management functions

Step 3: Implementing your plan

- Creative communication services to engage your stakeholders
- Patient engagement support
- Project management support
- Staff training programs

Step 4: Evaluating your progress and updating your plan

- Data harmonization, integration, and advanced analytical services
- Regular reports to track progress
- Monthly reports on activity throughout the health care environment
- Virtual or onsite consulting at your request



The JBS Center for Sustainable Health and Care

Our Mission: Collaborate with you to deliver deep expertise and experience that advances your company or organization along the change continuum from traditional care to a transformative system of health and care that is efficient, effective, person centered, safe, sustainable—and maximizes results.

Why we are unique

- We know how to work with vulnerable populations in culturally adaptive ways.
- Our leaders have on-the-ground experience in all sectors of the health care arena—clinical care, public health, research, health IT, policy, business management, data management and analyses, and financial management in health care.
- JBS has a 3-decade track record of working collaboratively with clients and customizing realistic solutions.

Who we are



Karen Bell, MD, MMS, is the Director of the Center for Sustainable Health and Care and a nationally recognized expert in health IT with clinical and leadership experience in the payer, provider, government, and public health sectors. As Chair of the Certification Commission for HIT (CCHIT), she was primary author of the CCHIT

ACO/HIT Framework, the only consensus-developed, publicly available guidance on health IT for accountable care organizations. Dr. Bell was Director and Acting Deputy of the Office of the National Coordinator for Health Information Technology (ONC). She has served as a Medical Director at the Centers for Medicare and Medicaid Services in several commercial health plans, and at Partners Community Healthcare, Inc. Dr. Bell is among the top 50 influential physician executives named by *Modern Healthcare* in 2013 and among the top 25 in 2012.



Dave Wanser, PhD, is the Co-Director of the Center for Sustainable Health and Care and expert in health care technology, health reform, and behavioral health. His previous work includes serving as a senior clinical consultant for a health IT company and an independent consulting practice, visiting fellow at the Lyndon B. Johnson

School of Public Affairs at the University of Texas, lecturer in the University of Texas HIT program, Executive Director of the National Data Infrastructure Improvement Consortium, Deputy Commissioner for Behavioral and Community Health at the Texas Department of State Health Services, Executive Director of the Texas Commission on Alcohol and Drug Abuse, as well as other leadership positions in state government, several association boards, and numerous advisory boards.

Susan Hayashi, PhD—Evaluation/Analytics Expert

- Predictive analytics and quality assurance for hospital/ambulatory system
- Engagement of physicians in prevention initiatives
- Health reform technical assistance

Jennifer Kasten, PhD—Outcomes Measurement Expert

- Training and implementation of integrated team models in health care settings
- Improvement of client outcomes
- Physician registries
- Health care reform decision-based tool for policy planning by states and providers
- Designing change in organizations and public health programs

Latif Khalil, MS, MA—Expert in Standards & Interoperability (S&I), Software Security Standards, Standards Information Management

- Development of ONC S&I Framework
- Development of Federal Safety Reporting Portal for adverse health safety events
- Development of customer service/medication data collection application

Dave Gordon, MS, PMP—Business Strategies Expert

- Vendor and partner manager for large-scale programs
- Senior IT program manager
- Managed development of application to support nationwide data collection of child health information
- Business analytics

Gwen Grams, PhD—Client Data Systems Expert

- Outcomes measurement, quality, and client caseload forecasting
- Championed development of statewide integrated client service database across Medicaid, behavioral health, and multiple other human service systems
- Assessments of and recommendations for improvements to behavioral health client data systems in 47 states



No matter where you are on the complex journey
—from traditional to transitional to transformative
—we will smooth the path with step-by-step guidance.
Contact us today for a free initial consultation:

KBell@jbsinternational.com or 781.801.4145

DWanser@jbsinternational.com or 512.413.8228



5515 Security Lane, Suite 800
North Bethesda, Maryland 20852

www.jbsinternational.com/expertise/health-systems-reform