

POPULATION HEALTH FORUMS

Jefferson's Integrated Clinical Enterprise

Anne Docimo, MD, MBA

*Senior Executive Vice President
Chief Medical Officer
Jefferson Health System*

June 10, 2015

The last Forum of the season ended on a high note with featured speaker Anne Docimo, MD, MBA, Jefferson's Chief Medical Officer and Senior Executive Vice President. Dr. Docimo was formerly the CMO for the University of Pittsburgh Medical Center (UPMC) Health Plan and Senior Medical Director for the Hospital Division of UPMC. Prior to UPMC, Docimo was Director of Urgent Care and Community Medicine at Hopkins Health System.

Despite being at Jefferson for less than a year, Docimo shared a wealth of insights and her obvious passion and positive outlook for Jefferson's future could be felt by all. Much of her presentation was more global in nature, providing perspective on the overall outlook for healthcare and critical changes impacting structural, financial, and operational issues. Docimo set the stage by discussing the projected costs for healthcare in the U.S. and the impact of the Patient Protect and Affordable Care Act (ACA). Outlining the

ACA's core elements, such as coverage expansion, delivery system reform, and financing, Docimo emphasized that reform is here to stay.

Dr. Docimo discussed the fundamental changes in the insurance market – a shift to optimizing performance in care delivery. The payer is responsible for the financial risk and assuring the quality of the network and healthcare services provided to its members; payers must hit quality and efficiency targets. As a result of this change, it's important to create a collaborative relationship between payers and providers; they must share information and data in order to meet their mutual goals.

Docimo noted that changes in the marketplace are profoundly affected by consumers, particularly new customers, who she described as "game changers." Some consumers are dealing with the high cost of health care for the first time. The experience of selecting a plan on the exchange influences health care decisions and choices made by consumers. The future will likely consist of many people purchasing coverage through the exchanges and accessing their care through narrow networks. Docimo explained the importance of Medicare

Advantage and the ways in which hospitals must achieve CMS Quality Measures. The Medicare Health Outcomes Survey is a useful tool in understanding patient reported outcomes.

Docimo refers to the Triple Aim as a business strategy. Whether it's optimizing the patient experience, improving the health of populations, or lowering the cost, this model is basic for implementing a strategy. She emphasized access to care as a huge barrier, and shared several Jefferson initiatives to decrease these barriers. For example, Jefferson has recently set up a number of urgent care centers. There is also an overall increase in same-day appointments and available appointments with less wait time. Additionally, timely and effective access to emergency care and other services, such as JeffSTAT, is also very important.

Dr. Docimo summarized her presentation by emphasizing that "everyone has a story to tell." She means that everyone – from the people who answer the phone, to those who deliver the care, to the consumers, to those who actually price the care – plays a role. Dr. Docimo expressed her optimism and excitement in being involved with change and Jefferson's new integrated delivery system.

