



Providing Value: Who Decides?

January 21st, 2021

Objectives

- Define what we mean by providing value
 - Value to payers
 - Value to patients
 - Value to our providers and staff
- What is waste and how do we reduce waste & variation
- Describe Journey Mapping as a tool to value



What Does Value
mean ?

When asked to prioritize quality, cost or service as components of value:

88% of physicians ranked quality (defined as the efficiency, effectiveness, safety and outcomes) as the top priority, compared with 62% of patients, and 20% of employers.

43% of employers ranked customer satisfaction, or service, as a top priority of value, compared with 12% of patients, and 7% of physicians.

37% of employers said cost was a top component of value, followed by 26% of patients, and only 5% of physicians.





What is Value?

*If Value is defined as outcomes relative to costs, it encompasses **efficiency**.*

*Cost reduction without regard to the outcomes achieved is dangerous and self-defeating, leading to false “savings” and potentially limiting **effective care***

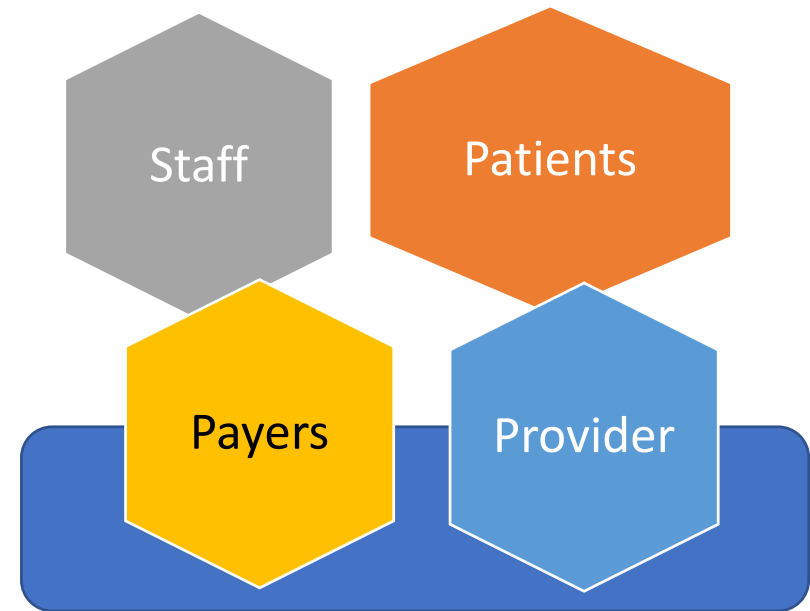
$$\text{Value} = \frac{\text{Outcomes + Patient Experience} \\ \text{(safety, patient satisfaction outcome metrics)}}{\text{Cost}}$$

Value is both effective and efficient





How do we know
what brings value ?



Colorado 2021

Division of Insurance
STRATEGIES TO ENHANCE HEALTH
INSURANCE AFFORDABILITY




Scope and Purpose:

- The purpose of the regulation is to establish standards for **health insurance carriers** to enhance the affordability of their products by implementing payment system reforms. **These reforms reduce overall health care costs by increasing utilization of primary and preventive care and value-based alternative payment models.**
- The regulation establishes requirements for carrier investments in primary care, per the requirements of HB19-1233, and targets for carrier total medical expenditures in alternative payment models.
- This regulation applies to all carriers marketing and issuing non-grandfathered individual, small group, and/or large group health benefit plans with over 10,000 covered lives in Colorado on or after the effective date of this regulation. This regulation excludes individual short-term health insurance policies, as defined in § 10-16-102(60), C.R.S

Definitions

- “Alternative payment model” or “APM” means, for the purposes of this regulation, health care payment methods that use financial incentives to **promote greater value – including higher quality care at lower costs – for patients, purchasers, and providers**. Unlike traditional fee for service payments, APMs utilize cost and quality control strategies that **benefit consumers by increasing the value of care delivered and, ultimately, the affordability of care**.
- “Primary care” means, for the purposes of this regulation, the provision of integrated, equitable, and accessible health care services by clinicians who are accountable for addressing a large majority of personal health care needs, developing a sustained partnership with patients, and practicing in the context of family and community.




Requirements for carrier investments in primary care.

- Carriers shall increase the proportion of total medical expenditures in Colorado allocated to primary care by one (1) percentage point annually in calendar years 2022 and 2023, compared to each carrier's baseline primary care spending.
- A carrier's baseline for primary care spending will be the proportion of total medical expenditures allocated to primary care for the calendar year 2021
- Carriers should target fifty (50) percent of a carrier's total medical expenditures in Colorado to be made through APMs by the end of calendar year 2022.
- Of a carrier's total APM expenditures, carriers should target ten (10) percent of the expenditure to occur through prospective payments by the end of calendar year **2022**.
- Of a carrier's total primary care expenditures, carriers should target twenty-five (25) percent of the expenditure to be made through prospective payments (payments in advance of service delivery) by the end of calendar year **2023**.



Value Based Payment
Models Impact to Our
Customers



Payors
Patients
Staff
Providers

Defining Customers Value

VOC = Voice of customer

CTQs = critical to quality. Key measurable characteristics of a process or service whose performance standard must be met in order to satisfy the customer. These outputs are defined by the customer

CTC = Critical to Cost




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graph LR; A[Identify] --> B[Discovery needs]; B --> C[Translate];
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Identify

**Create a list of
customers and
stakeholders**

Discovery needs

**Discover &
prioritize a
list of
customers
and their
needs**

Translate

**Translate the
VOC into
measurable
CTQs**

Defining CTQ (critical to quality) can be a challenge to transfer into actionable measurable process or performance steps


Design CTQ trees to drill down from a broad goal to specific



A solid data foundation is the place to start. With the right data, you can assess the current situation, identify opportunities to improve performance, design an appropriate program and track your progress.

With a solid data foundation, you are prepared to embark on the four tactics of a value-based care program: reduce variation, introduce value, improve total cost of care and enable sustainability.

SOLID DATA FOUNDATION



Measure Total Cost of Care (TCOC)

- Total cost of care: the paid claims and co-payments across all providers and all care delivery settings associated with an individual patient.
- Understanding where and how costs are incurred.

Remove Waste Value Add VS Non- Value Add



DEFECTS: MISTAKE
PROOFING YOUR
PROCESS TO AVOID
ERRORS.



OVERPRODUCTION:
WHAT IS MINIMUM
QUALITY THE
CUSTOMER NEEDS?
WHEN DO THEY
NEED IT?



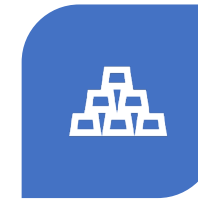
WAITING: ANY WAIT
TIME IS WASTE



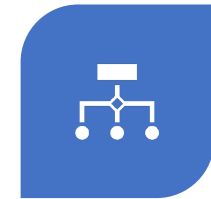
**NON-UTILIZATION
OF TALENT-**
EMPLOYEES THAT ARE
NOT EFFECTIVELY
ENGAGED IN THE
PROCESS



TRANSPORT/MOTION
-MOVING RESOURCES
AND SUPPLIES
MINIMIZE THE
NUMBER OF DAILY
MOVES LAYOUT OF
SPACE POOR
ERGONOMICS



INVENTORY:
AMOUNT OF SUPPLY
TO KEEP ON HAND
TOO MUCH TOO
LITTLE



**POOR PROCESS
DESIGN:** TOO MANY
OR TOO FEW STEPS
IN A PROCESS ,
NON-
STANDARDIZATION
,INSPECTION
RATHER THAN
PREVENTION

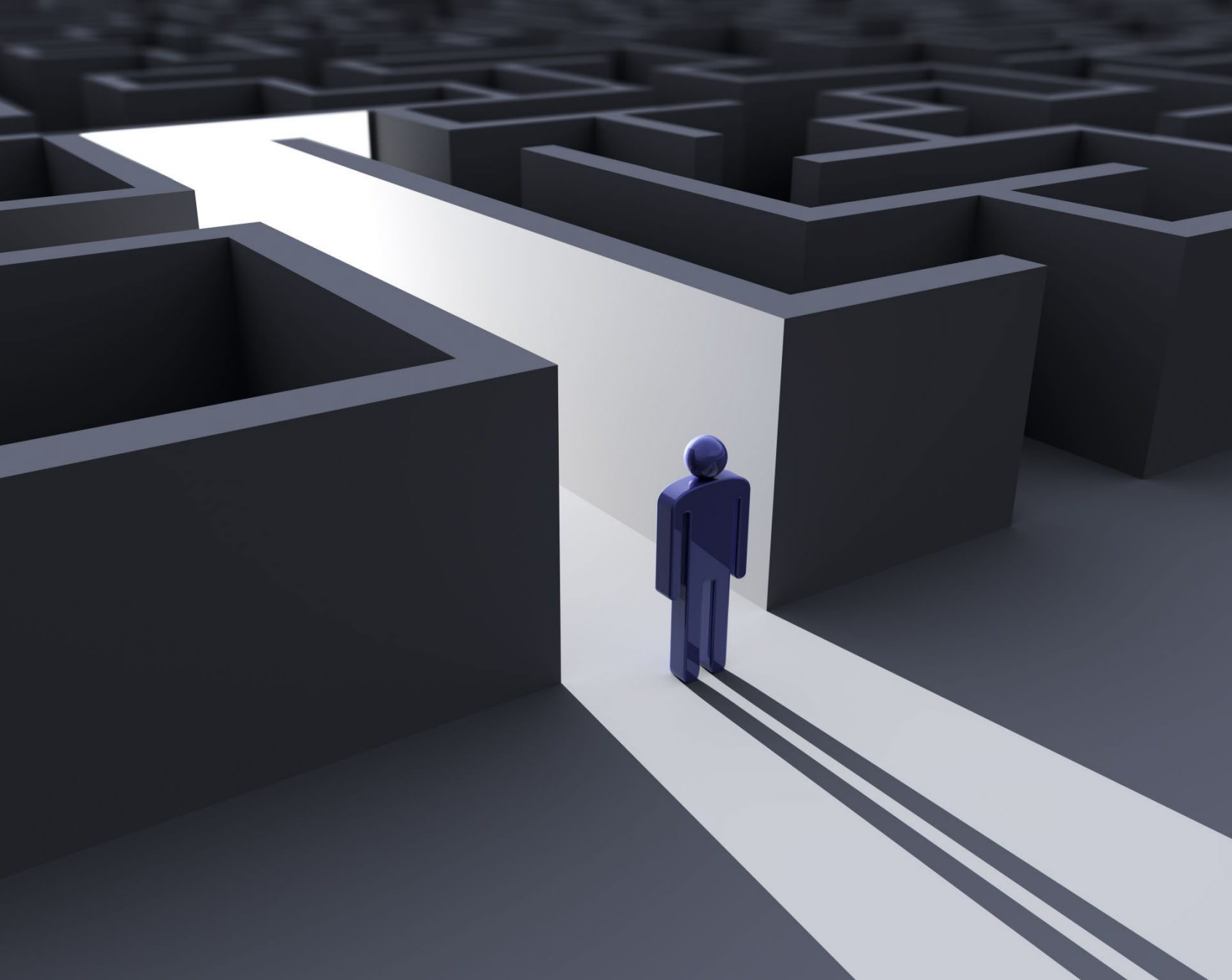
Reducing variation can lead to a high-quality performing practice

TOO MUCH VARIATION IN
YOUR PROCESS CREATES
DEFICIENCIES IN THE
SERVICES YOU PROVIDE
YOUR CUSTOMERS

VARIATION ERODES
FINANCIAL MARGINS

VARIATION REDUCES
CUSTOMER LOYALTY

REDUCING VARIATION
CAN LEAD TO HIGH
QUALITY PERFORMING
PRACTICE




Journey Mapping

How do we identify VOC?

How do we identify waste?

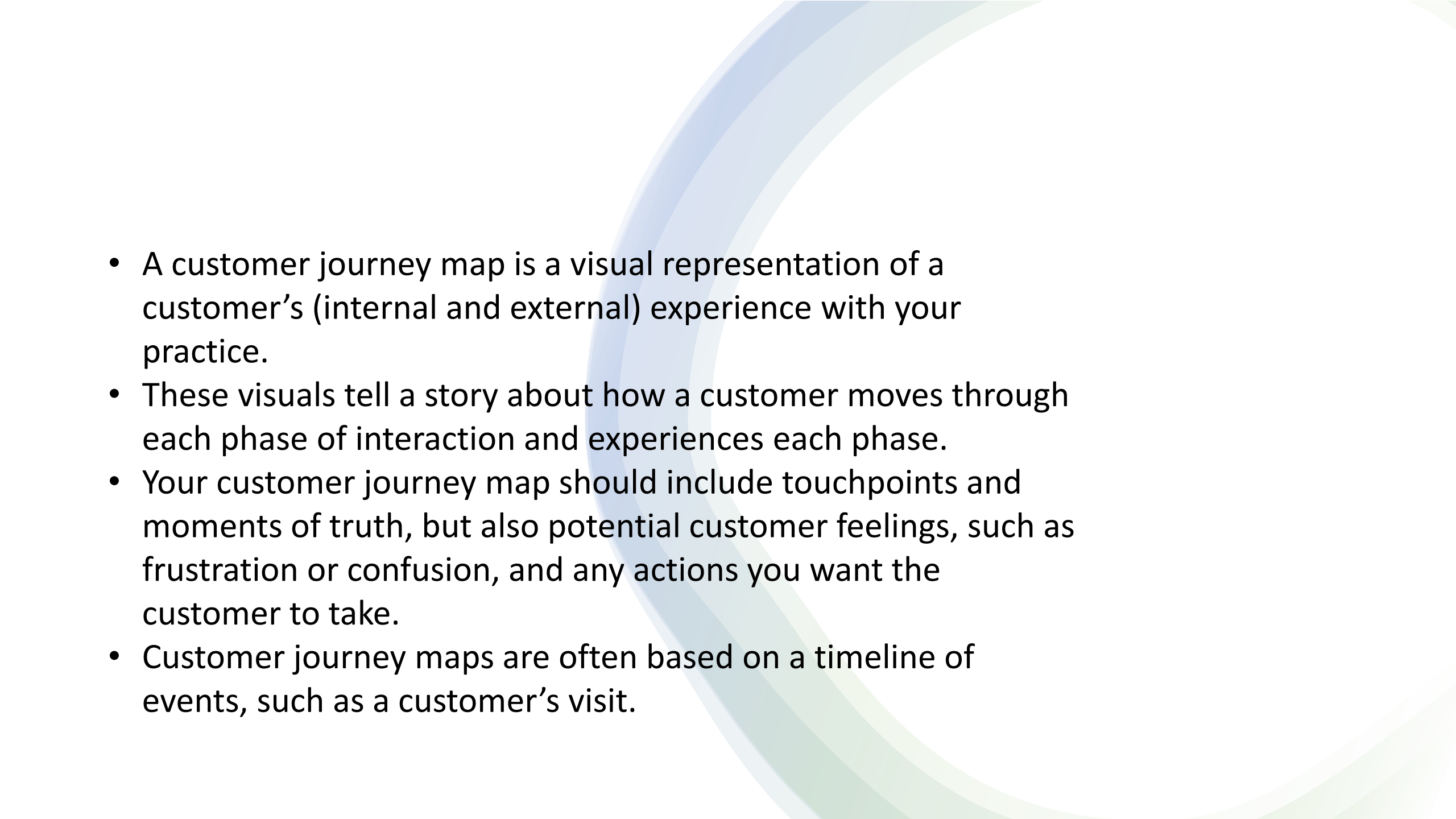
How do we identify variation?

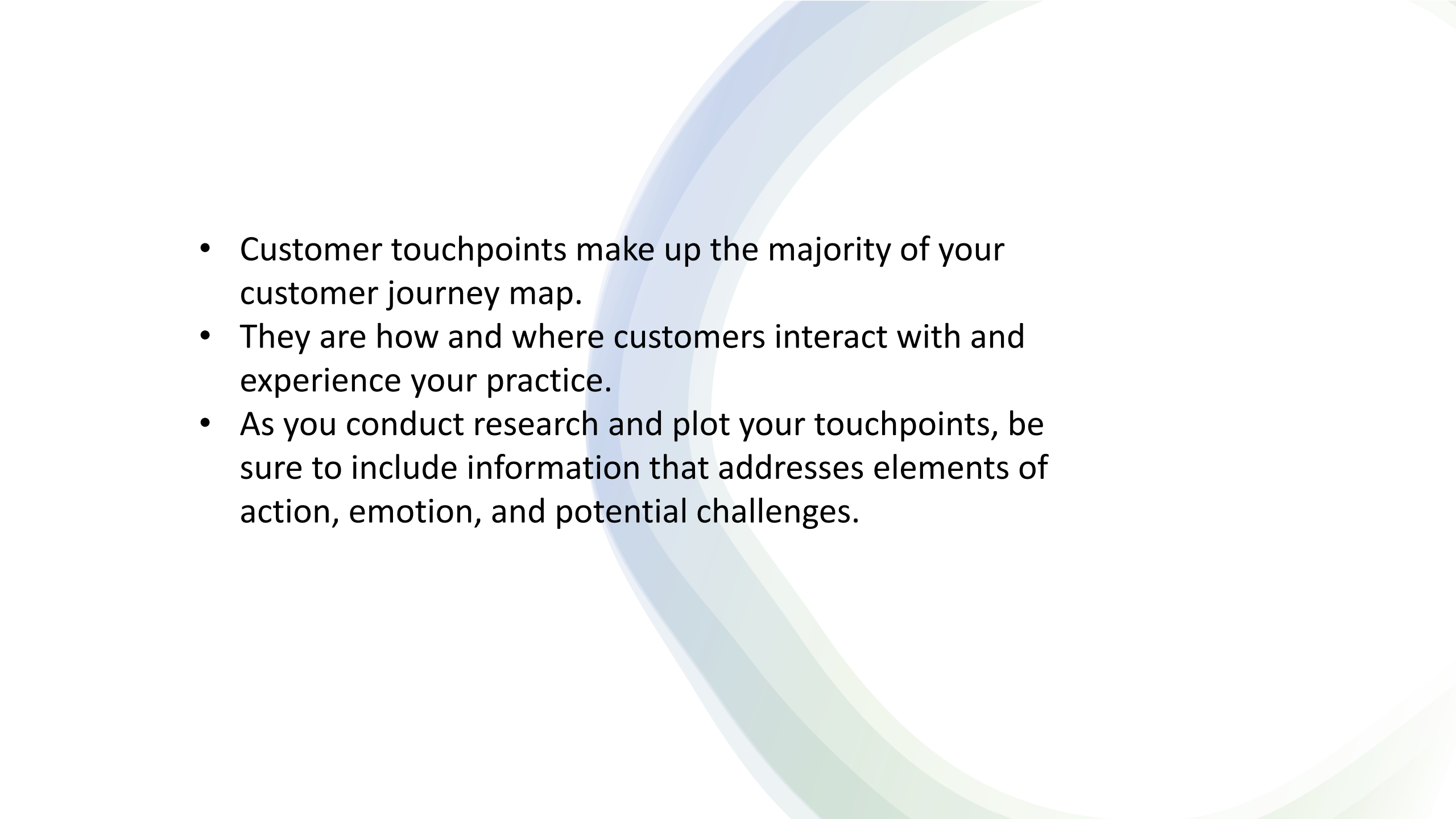
A great way to visualize the customer experience, better story telling rather than a report .

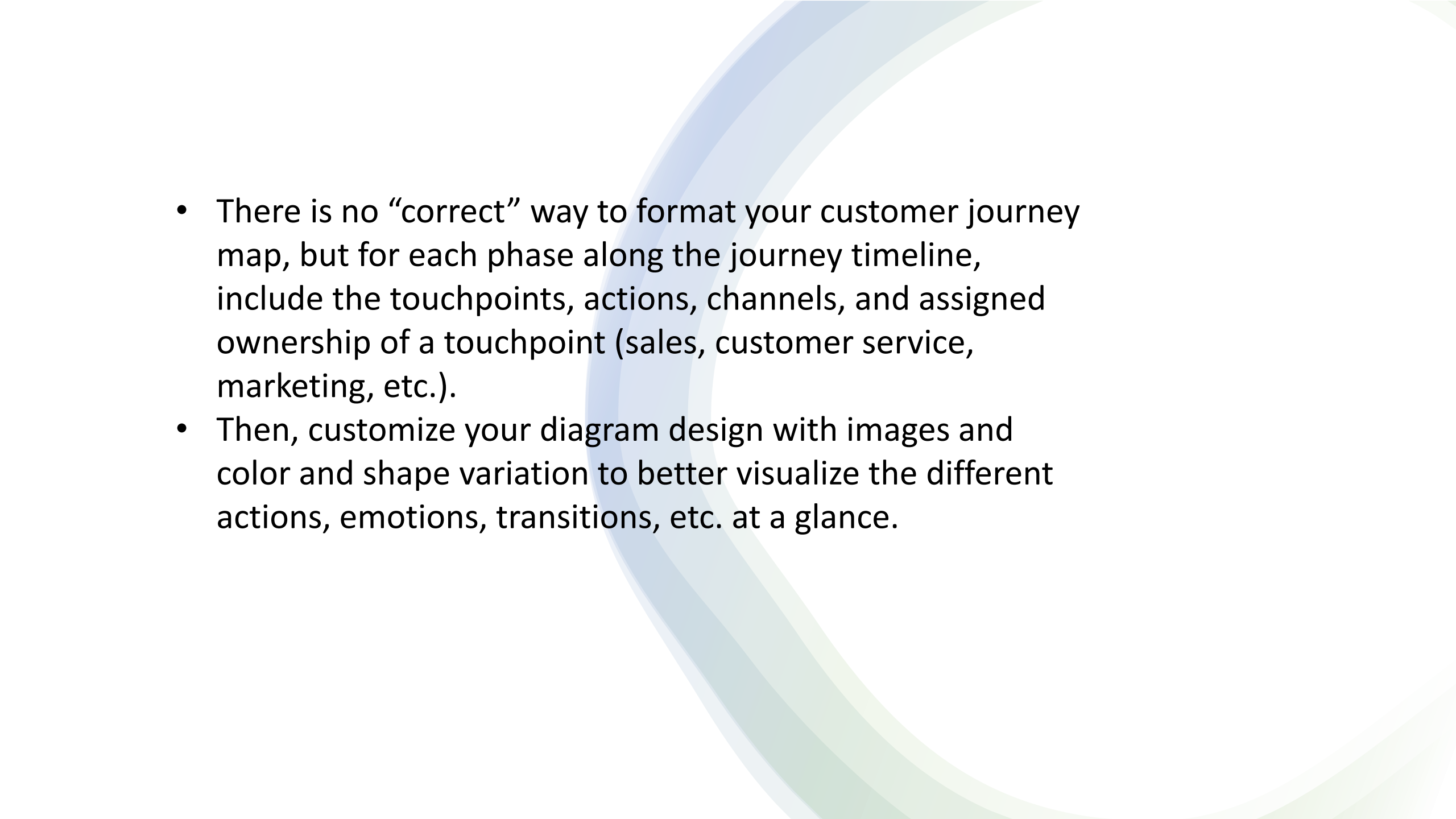


“Journey mapping is the most critical and pivotal component in any customer experience transformation. An in-depth understanding of the experience today—what’s going well and what isn’t—is the only way to really drive change going forward. This is what journey maps provide and, hence, why journey maps and the journey mapping process are often called the backbone of customer experience management.”

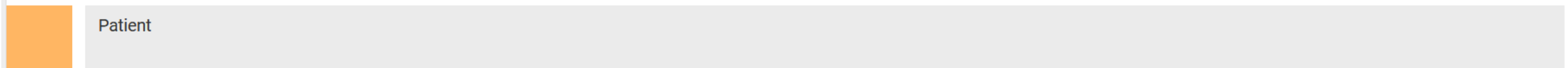
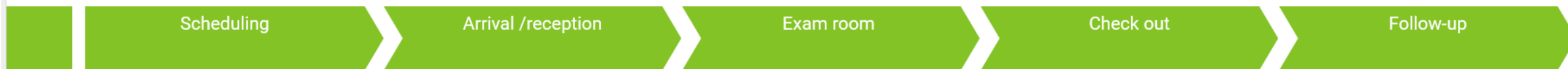
– **Annette Franz - Founder and CEO, CX Journey Inc., Forbes Councils Member**


- 
- A customer journey map is a visual representation of a customer's (internal and external) experience with your practice.
 - These visuals tell a story about how a customer moves through each phase of interaction and experiences each phase.
 - Your customer journey map should include touchpoints and moments of truth, but also potential customer feelings, such as frustration or confusion, and any actions you want the customer to take.
 - Customer journey maps are often based on a timeline of events, such as a customer's visit.

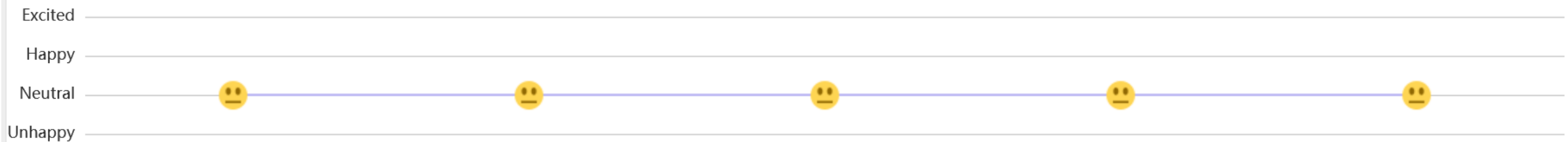
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- Customer touchpoints make up the majority of your customer journey map.
 - They are how and where customers interact with and experience your practice.
 - As you conduct research and plot your touchpoints, be sure to include information that addresses elements of action, emotion, and potential challenges.

- 
- There is no “correct” way to format your customer journey map, but for each phase along the journey timeline, include the touchpoints, actions, channels, and assigned ownership of a touchpoint (sales, customer service, marketing, etc.).
 - Then, customize your diagram design with images and color and shape variation to better visualize the different actions, emotions, transitions, etc. at a glance.

Basic Customer Journey Map Template



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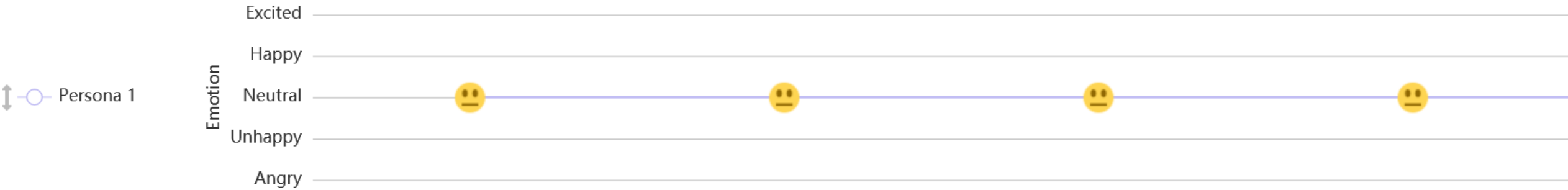


Basic Customer Journey Map Template



Customer Experience

Touchpoints				
Thinking & Feeling				



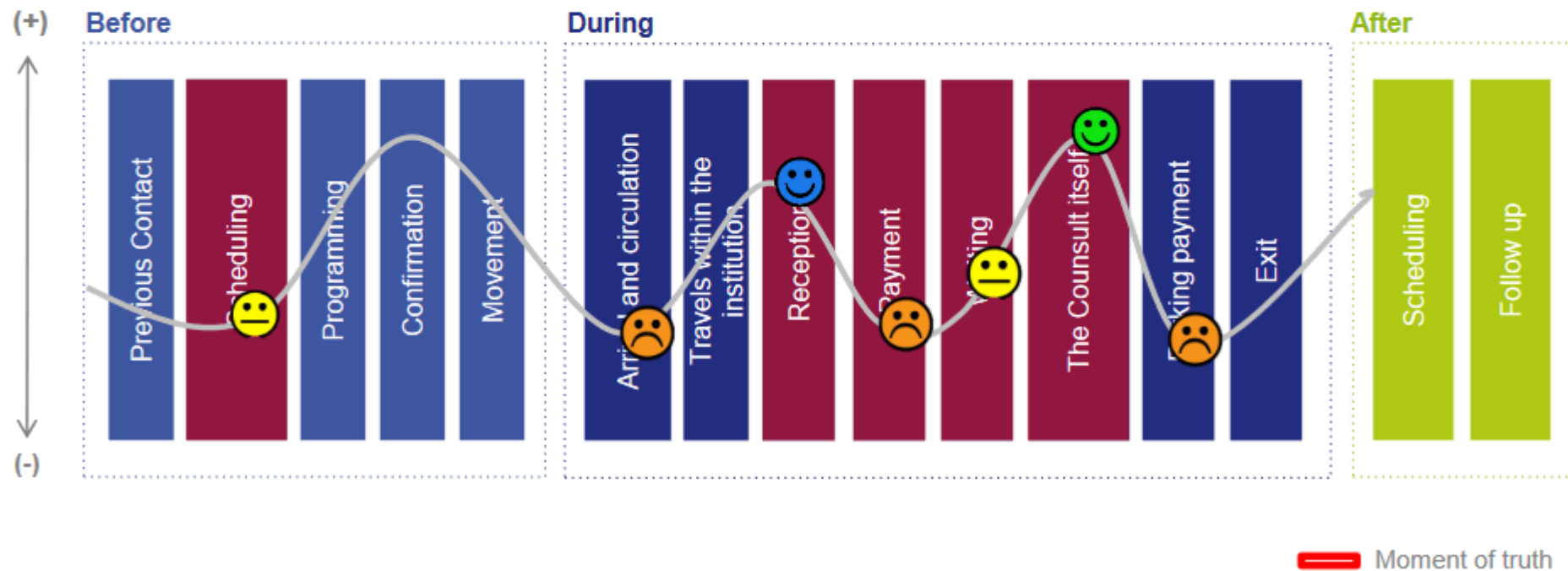
Recommendations

Ideas for Improvement				
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Customer Journey Map

MEDICAL APPOINTMENT



https://www.hopkinsmedicine.org/international/partners-forum/past-presentations/2016/04_boekemeyer_slater_mapping_the_patient_experience_at_clc.pdf

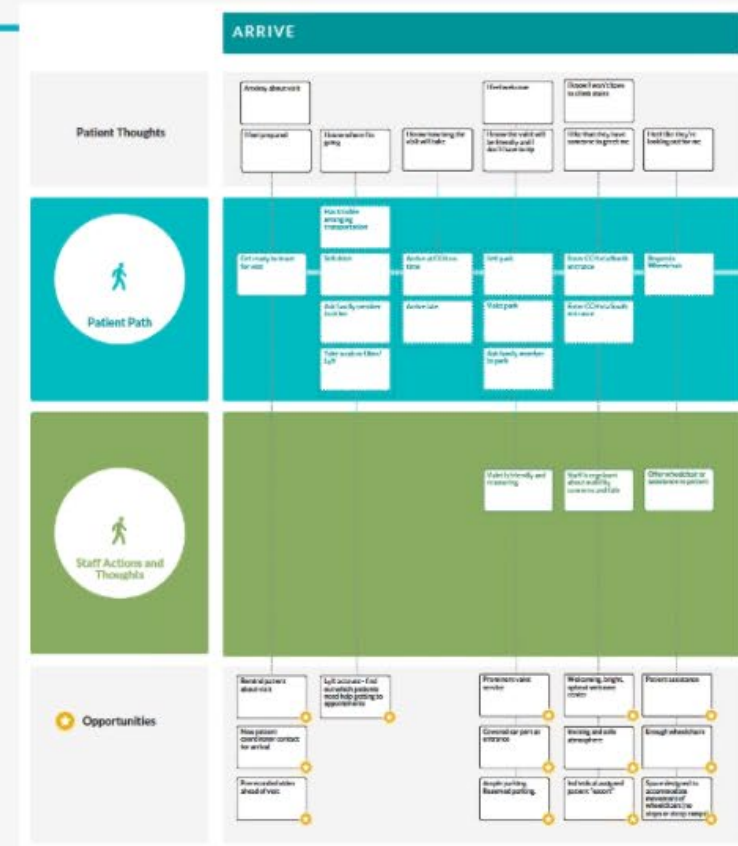
Customer Journey: A Day in the Life	Early Morning	Late Morning	Afternoon	Evening	Nighttime
<i>What is the customer thinking or feeling?</i>					
<i>What are the customer's actions or main priorities?</i>					
<i>What are the customer's biggest pain points at this time?</i>					
<i>How does the customer interact with our product at this time?</i>					
<i>How can our product be better utilized at this time?</i>					

Employee Journeys

The story about the relationship – and resulting experience – that unfolds over time between an individual and a system, service, product, organization, etc.

Generally, journey maps contain 5 categories of information:

- Stage/Phase of the Journey
- Employee Thoughts and Emotions
- Employee Path (Actions)
- Employee Actions & Thoughts
- Opportunities



Customer Journey Map



Review Goals

Consider organizational goals for the product or service at large, and specific goals for a customer journey mapping initiative.

1



Gather Research

Review all relevant user research, which includes both qualitative and quantitative findings to provide insights into the customer experience.

2



Empathy Map

Get a well-rounded sense of how it feels to be that personal in this experience, specially focusing on what they're thinking, feeling, seeing, hearing, saying and doing.

4



Brainstorm with Lenses

The goal of lensed brainstorming is to generate as many ideas as possible in a short period of time.

5



Touchpoint & Channel Brainstorms

As a team, generate a list of the customer touch points and the channels on which those touch points occur today.



Affinity Diagram

Affinity diagramming helps us shift from casting a wide net in exploring many possibilities, to gaining focus on the right solutions for this audience.



Share & Use

It can be beneficial to maintain journey maps over time. The output of a journey map can serve as a backbone for strategic recommendations and more tactical initiatives.

6



Redefine & Digitize

If visual design isn't your strong suit, consider collaborating closely with a visual designer who can transform the journey map sketch into an impressive artefact.

8



Sketch the Journey

Put together all the pieces timeline, touch points, channels, emotional highs and lows, and all the wonderful new ideas the team generated for how to improve the future customer journey.

7

9

Journey Mapping is Important Because Our Journey Has Changed

How mHealth is changing the patient journey

Diagnosis

Digital technology is already carrying out some elements of diagnosis – for example, the Colorimetrix app turns a smartphone into a lab test reader for conditions such as kidney disease and diabetes. Digital also has a big role to play in communicating with patients about their diagnosis, and ensuring that all the professionals involved in their care are fully informed.

Payment

Digital is making it easier for payors to be paid promptly – for example, in the US, the InstaMed Go app collects payment at each stage of treatment, whatever the location. It also helps patients to understand the financial implications of alternative approaches to treatment, and allows pharmaceutical companies to manage complex product pricing structures more easily.

Maintenance

This is probably the area where mHealth can, and is having the biggest impact – there are a whole range of tools and technologies designed to ensure patients take their medication as prescribed, including Proteus' digital pill, Glowcap's electronic packaging, and app-based reminders like Mango Health, Dosecast and PillMonitor. This can both reduce waste and improve the results for patients, as well as improving profitability for the pharmaceutical industry. It can also collect data that will help everyone involved in the treatment process, through applications like Bosch Health Buddy.

Awareness

Digital is a quick and effective way to give patients information about both their health and their care options. Pharma companies are using social media, and developers like Ayogo are using elements of game play to create interactive ways for multinationals such as Merck and Novartis to engage patients actively in their own wellbeing. Apps like HealthMedia can also provide a very efficient way for payors to collect and analyse the data they need to track and prevent disease.

Treatment Decision

Better data leads to better decision-making, and digital can ensure that patients, health professionals and payors have access to the information they need to make the best choices. It's also simpler and more efficient, as apps like the NHS Shared Decision-Making tool have already proved. Pharma companies can also use apps like these to update and educate physicians about their drugs, and build greater brand loyalty as a result.

Fulfilment

Digital apps are making it easier for patients to receive their prescriptions, as well as helping them understand how best to take them. Pharma companies are also using digital to manage their inventory more efficiently, especially by integrating mobile with innovations like smart pill technology or using QR codes to track and authenticate inventory along the supply chain.



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Creating Journey map templates

<https://miro.com/templates/customer-journey-map>

Share Your Ideas

