Keeping up with COVID-19
Webinar Series

Applied Lean Six Sigma Methodology Can Help Hospitals Thrive Beyond COVID-19
Moshe Starkman  
Senior Director  
Value-based Reimbursements

Subject Matter Expert in the areas of:
- Quality Payment Program: MIPS
- Episode of Care / Bundled Payments
- Value-driven Population Health
- Software Development Lifecycle
- Lean Six Sigma

Cindy Abraham  
Lean Six Sigma, Black Belt

Subject Matter Expert in the areas of:
- Lean Six Sigma
- Strategic Transformation
- Project Management
- Global Client Management
- Corporate Finance/ FP&A
Introduction to Lean Six Sigma

Unique challenges from COVID-19

Case Study of LSS success in Health care

Value-Based Reimbursements (VBR) and the imminent evolution of the U.S. health care revenue cycle

The symbiotic relationship between Lean Principles and Value-based Care
Wasteful Processing

Lean Processing
Process Flow Mapping

✓ Enables team members to view the process from different viewpoints and with a different focus.
✓ Aids in identifying problem areas within the process and their causes.
Eliminating Waste

Order / Service in

Value Added (VA)

NVA, BNVA = WASTE

Order / Service out

Improvement

Continuous Improvement

WASTE
### Root Cause Analysis - 5 Why Example

<table>
<thead>
<tr>
<th>Poor Technique</th>
<th>Better Technique</th>
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</table>
| **Why #1**  Why are they refusing to pay the invoice?  
Because we did not complete the work in the timeframe that we agreed on. | **Why #1**  Because we did not complete the work in the timeframe that we agreed on. |
| **Why #2**  Why did we not complete the work on time?  
Because our colleagues are always too slow. | **Why #2**  Because the work took longer than we expected. |
| **Why #3**  Why are our colleagues slow?  
Because they never know what to do. | **Why #3**  Because the work was more complicated than indicated by the Statement of Work. |
| **Why #4**  Why do they never know what to do?  
Because they don’t pay attention during training | **Why #4**  Because the group in charge of scheduling did not have the ability or resources needed to evaluate the work accurately. |
| **Why #5**  Why don’t they pay attention to training?  
Because they’re lazy and or irresponsible | **Why #5**  Because they were in contact with the previous process manager, but were never introduced to the new one, who did not know to reach out. |
Define the Problem

Problems are hard to solve when:

- We treat symptoms, not causes
- We rush to judgement
- We Jump to conclusions
- We don’t use data to properly size and scope the issues.
- The objective(s) aren’t clear
- We don’t agree on the problem
- No one is accountable
- We don’t believe we can do it
“If you can’t explain it simply, you don’t understand it well enough.”

—Albert Einstein
The current state U.S. health care is not about best practices in population health and planning for the future. Today is about doing everything we can to stabilize our population and minimize preventable, coronavirus-caused mortality.
The model of “Sick Care” is not working for us

We knew this was coming, but we weren’t prepared.

It is time to put politics aside to address growing health care costs and high deductible health plans that are placing extraordinary financial burdens on many U.S. households.

Americans are delaying care, skipping prescriptions, and ignoring chronic conditions.

We can do better than this!
The cost of COVID-19

Analysis from FAIR Health estimates the cost for COVID-19 patients requiring inpatient stays to be, on average, $73,300.

The total average allowed amount per commercially insured patient is just $33,221.
What is Business Excellence?

“Business Excellence is engaging our colleagues’ hearts and minds in a focused journey of daily and never-ending continuous improvement.”

The nThrive Culture of Continuous Improvement will be...

1. Problem Solving
2. Best Known Methods

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<th>Performance</th>
<th>BEx Maturity</th>
<th>Develop Leaders &amp; Transform Culture</th>
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<tr>
<td>Problem Solving System (DMAIC)</td>
<td>Common set of practices based on BEx principles to improve and sustain maturity</td>
<td>Engage all levels of organization in continuous improvement</td>
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\[ E = Q \times A \]

The Effectiveness of your work is directly related to the Quality and Acceptance of your work.
Eligibility Value Stream

Placements
Ensuring we are receiving all placements within contract scope

Screening
Screen 95% or higher of the placements we receive

Applications
Submit applications for 100% of the patients who screened into a program

Follow Up
Application and all supporting documents are submitted

Approval
Payment received from government agency (Medicaid, SSA)

Remit
Transaction is correctly documented and timely payment to hospital

Types of Forms
- Medicaid
- Disability
- Charity Care
- Additional County / Hospital forms
- nThrive Release Forms
Lean Six Sigma through COVID times

**Define Requirements**
- Daily, weekly updates between Federal, State and facility protocols during COVID
- Documentation – Process maps by location and easy to use

**Measure Productivity**
- Create metric dashboards and KPI’s for all clients
- nThrive Analytics to empower our teams to learn up to date volume shifts and trends

**Analyze Adapt**
- Accelerate new ways to work through electronic signatures (where possible), efax and voice signatures
- Working remote and within guidelines – learn and change

**Improve & Control Teamwork**
- Communicate more and often
- Partnerships between all levels of colleagues to help move within the framework
COVID-19 is reshaping opinions

Two-thirds of respondents say that COVID-19 has increased their willingness to try telehealth in the future.

-Sykes survey
Telemedicine and Remote Health care

While the vast majority of midsize to large employers offer a telemedicine benefit, less than 2% have used the service.

source

40% of millennials said that a telemedicine option was “extremely or very important.”

79% of patients said that scheduling a telemedicine follow-up visit was more convenient than arranging an in-person follow-up.

source

Studies have consistently shown that...the quality of health care services delivered via telemedicine are as good those given in traditional in-person consultations.

source
The continued demand for innovative, higher quality care at lower costs has driven the need for two-sided risk models in payment reform.

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<th>2020</th>
<th>2022</th>
<th>2025</th>
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<td>Medicare Advantage &amp; Traditional Medicare</td>
<td>30%</td>
<td>50%</td>
<td>100%</td>
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<tr>
<td>Medicaid</td>
<td>15%</td>
<td>25%</td>
<td>50%</td>
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<tr>
<td>Commercial</td>
<td>15%</td>
<td>25%</td>
<td>50%</td>
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<tr>
<td>Traditional</td>
<td>Value-Based Care</td>
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<td><strong>Patient Experience</strong></td>
<td><strong>Complicated for providers</strong> but consumers have more ownership of their health care and wellness experiences through the support of coordinated care teams.</td>
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<td><strong>Complicated for consumers</strong> who, in turn, often neglect their own health care and wellness needs.</td>
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<td><strong>Care Delivery</strong></td>
<td><strong>Proactive care</strong> that anticipates care needs based on a myriad of inputs, including the consideration of social, emotional, and financial circumstances facing a patient.</td>
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<td><strong>Reactive care</strong> delivered in response to an injury or illness.</td>
<td>Designed to promote <strong>preventive care</strong> and both manage as well as reduce chronic conditions.</td>
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<td>Often delivered as <strong>acute episode or emergency care</strong> for maladies that could have been addressed earlier.</td>
<td>Strong emphasis on <strong>keeping people healthy</strong>.</td>
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<td><strong>Care Coordination</strong></td>
<td><strong>Care providers are incentivized to coordinate care</strong> across the entire health care system, both financially as well as socially, through greater effort to publicize quality performance rates and practice costs.</td>
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<td><strong>Care providers lack incentives to coordinate patient care</strong> with other health professionals.</td>
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<td>Care is often <strong>disjointed</strong> and, at best, frustrating; at worst, detrimental to the health and well being of the patient.</td>
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<td><strong>Data and Information</strong></td>
<td><strong>Data</strong>, <strong>Big Data</strong>, Artificial Intelligence and sophisticated analytics work to identify health risks, improve care coordination and promote the right care at the right time.</td>
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<td><strong>Data remains trapped</strong> and inaccessible inside massive repositories and sites.</td>
<td><strong>Better informed patients</strong> with both greater access and understanding of their health records.</td>
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<td><strong>Absence of sophisticated data analytics</strong> used across populations.</td>
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<td><strong>Costs</strong></td>
<td><strong>Reduced costs to consumers</strong> through greater efficiency and capped reimbursements.</td>
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<td><strong>#1 cause of bankruptcy in America.</strong></td>
<td>Provider compensation is based on quality, outcomes, and <strong>long-term cost management</strong>.</td>
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<td>Highest in the world without matching results in life expectancy, general wellness, and infant mortality</td>
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The Future

**Shifting from hospital-based services and physician offices** to in-home care, DIY, retail clinics and digital health (telemedicine and virtual care)

More prominent roles for nurse practitioners and physician assistants, beyond rural markets.

Greater emphasis on **convenience-driven experiences** and inspire patients everyone to proactively manage their health.

We are ready to take **personal ownership of our health** through new and emerging technologies.

Expanded **social awareness**, sensitivity and personal protection.
"If I were given one hour to save the planet, I would spend 59 minutes defining the problem and one minute resolving it."

— Albert Einstein
Some U.S. states have outcomes on par with other high-income countries. For example, life expectancy in Hawaii, Minnesota and Connecticut were similar to other high-income countries, while life expectancy was much worse in states like Mississippi.

“Some states and regions throughout the U.S. serve as excellent laboratories for best practices, these parts of the U.S. system need to be shared with greater equity so that underperforming U.S. regions can and will demand better care”

–Stephen Parente, University of Minnesota
From Patient-to-Payment, nThrive empowers health care for every one in every community.