



Tomorrow's Doctors, Tomorrow's Cures®

New programs in a new world: opportunities in a (post?) pandemic era

Learn

Serve

Lead



Association of
American Medical Colleges

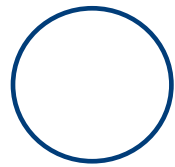
Sunday, Dec 5, 2021

Disclosures

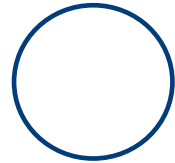
Speaking on behalf of myself, not AAMC. My comments are not intended to reflect endorsement by, nor policy of, the AAMC.

No commercial interests to disclose.

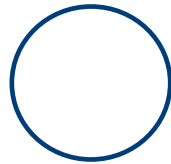
A bit of professional, personal background



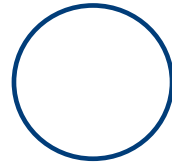
Pediatrician – generalist and specialty roles



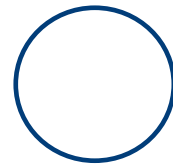
Health services researcher – access to care, workforce



Academic roles: OHSU, Dartmouth-Hitchcock



At AAMC: Primary care lead, Clinical innovations lead



My family: wife (OB/Gyn) and 2 boys

Overview

- The 'new world' and establishing new programs
- Scan of key forces of change & opportunities for leadership

Workforce

Equity and access to care

Payment reform

Telehealth and technology

- AAMC existing, emerging programs in clinical innovation and training
- Conclusions, cautions for leaders of change

My hypothesis: Every person at this conference has created, modified, and/or expanded a clinical, educational, research, or service-oriented program.

My hypothesis: Every person at this conference has created, modified, and/or expanded a clinical, educational, research, or service-oriented program.

So, the room is filled with experience and expertise.
I'm here to share some of my thoughts and experiences but equally interested in hearing and learning about yours!

In case you hadn't noticed...we live in very dynamic times



Pandemic as the new norm



Climate change is upon us



Loss of distinction between facts & opinions



Tribalism is pervasive



Widespread sense of urgency for social justice

Approaching & planning program design



**“Skate to where the
puck is going”**

-Wayne Gretzky

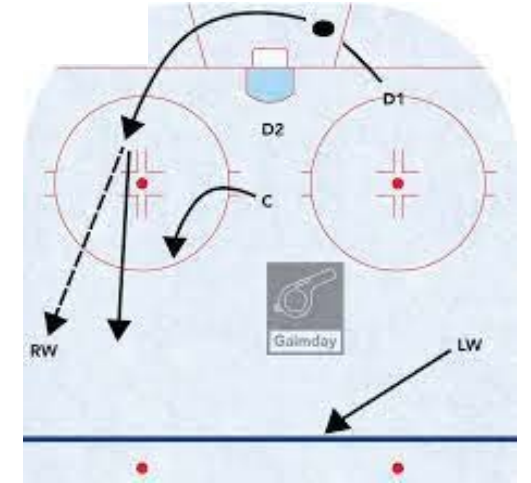
Approaching & planning program design



“The puck is here. Hit it.”



“Skate to where the puck is going”



“Skate to where the puck may be going next, after it gets to where it’s going now”

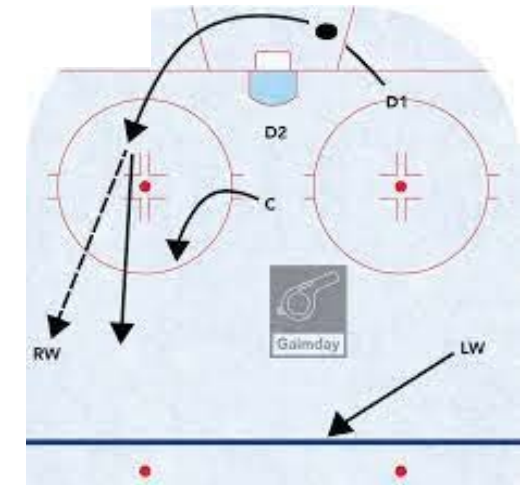
Approaching & planning program design



“The puck is here. Hit it.”



“Skate to where the puck is going”



“Skate to where the puck may be going next, after it gets to where it’s going now”

Need increasing tolerance for risk, error, failure

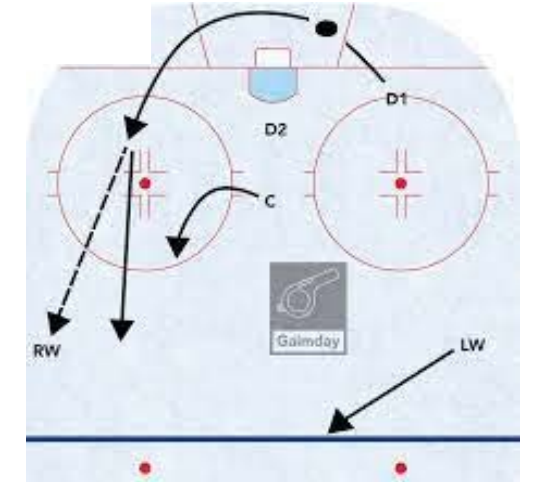
Approaching & planning program design



“The puck is here. Hit it.”



“Skate to where the puck is going”



“Skate to where the puck may be going next, after it gets to where it’s going now”

Example scenario: Climate change



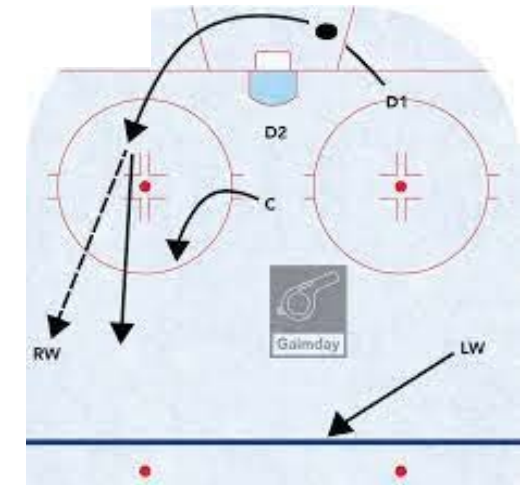
Extreme heat waves

- Establish cooling centers for homeless, low income, and frail populations;
- CHW training and deployment to assess pts



Anticipate policies that penalize energy inefficiency

- Expand permanent remote work positions
- Expand remote services for patients, and quantify reduced travel impact
- LEED architecture



- Anticipate health & health service implications of mass population migrations driven by drought, flooding, temperature extremes

Forces of change potentiated by the pandemic, impacting our work and requiring innovation

Workforce strain

Health equity & access to care

Telehealth, role of technology

Payment reform

Obviously, a non-exhaustive list...

Strain on the workforce

- Longstanding primary care, mental health workforce shortages
- High levels of provider burnout
- Acute retention challenges for staff, triggered by pandemic

Significant need for **innovation, evaluation, and spread of team-based care** models, cross-training, new workforce efficiencies

Any new program or clinical innovation will need to consider the effects of existing workforce strain, and focus on how to mitigate

Health equity and access to care

- Most AMCs have prioritized timely access to care as a goal, and most haven't achieved it
- Pandemic has highlighted longstanding inequities in health and access to care
- Policies and practices in medicine have a long history of discrimination that warrant acknowledgement and change

Programs must engage with patients, patient advocates, community leaders, and health care leaders to enhance access to care with a focus on achieving health equity

All clinical innovations should explicitly address impact on health
care equity

Payment reform

- Pandemic is likely to accelerate the push towards value-based payments and global payments
- CMMI refresh, NASEM Primary Care report are latest calls to action
- Innovating in today's typical blended reimbursement, "two-canoes" markets requires an understanding of ROI impact today and potential for tomorrow

Clinical redesign to maximize value is **critical to future success** in health care, and **there is a long way to go.**

Priorities from CMMI Perspective

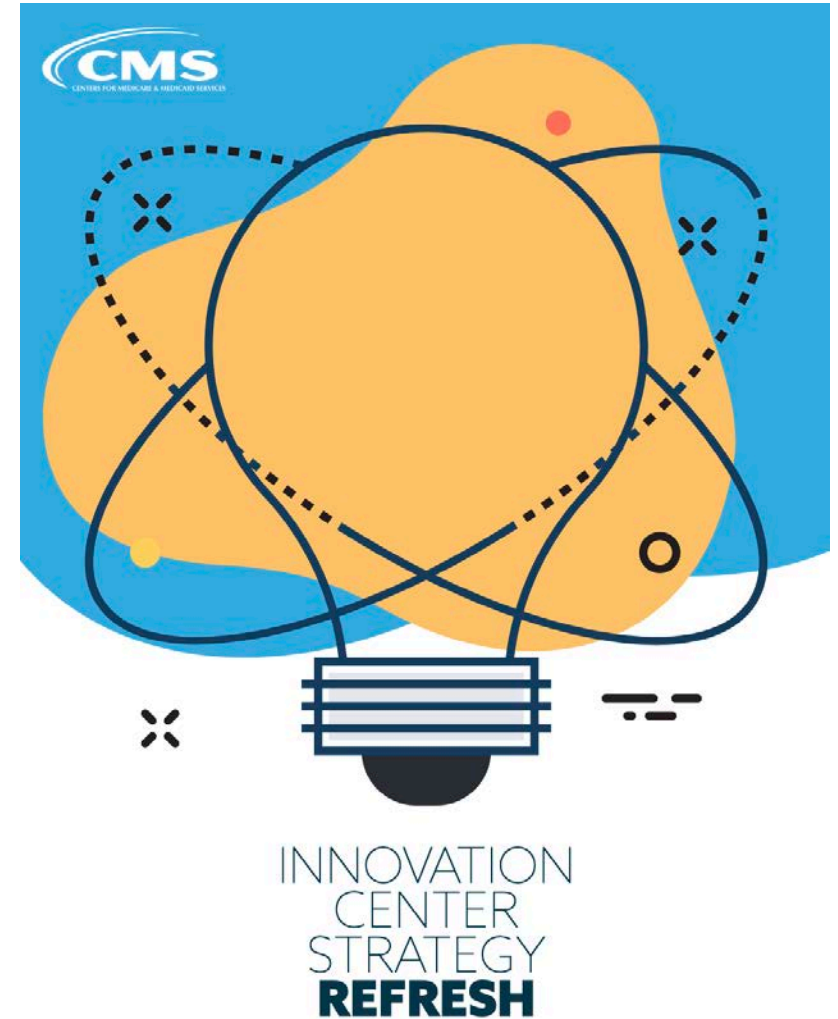
Innovation Center Strategic Objective 1:
Drive Accountable Care

Innovation Center Strategic Objective 2:
Advance Health Equity

Innovation Center Strategic Objective 3:
Support Care Innovations

Innovation Center Strategic Objective 4:
Improve Access by Addressing Affordability

Innovation Center Strategic Objective 5:
Partner to Achieve System Transformation



It is time to establish career development pathways for our faculty in “clinical redesign”

There is a natural curriculum, including but not limited to:

- Implementation science
- Human-centered design
- Behavioral economics
- Health services research methods
- Health policy

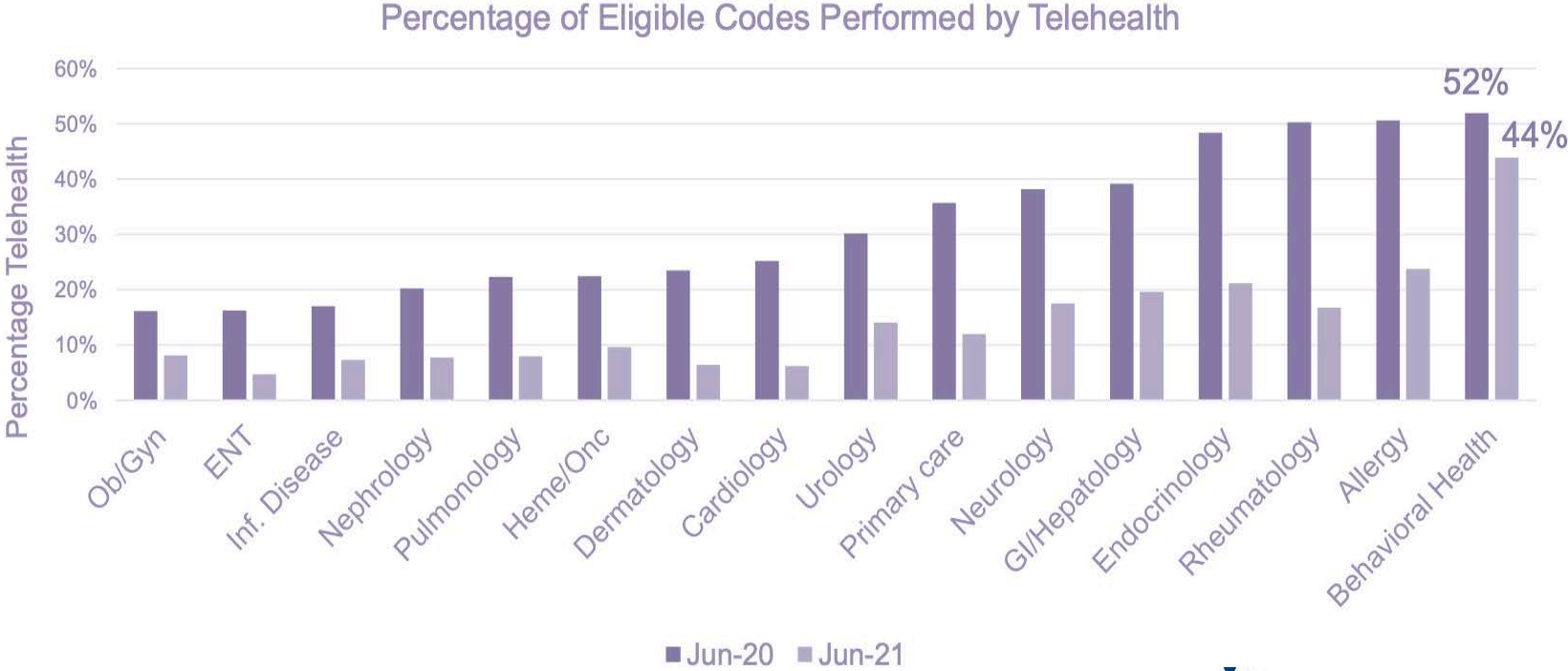
Opportunities for promotion need to be established

Anecdotally, there is significant interest among junior faculty

Which specialty categories are utilizing telehealth?

Where will the role of telehealth settle out, beyond the pandemic?

The percentage of visits performed via telehealth has dropped considerably between June of 2020 and June of 2021. In June of 2021, behavioral health stands out for utilizing virtual care for patients.



Technology and telehealth agenda is almost limitless

- Longitudinal hybrid care models that maximize health, meet patient preferences, and achieve goals around value
- How to integrate telehealth effectively into our clinical, operational workflows
- Training the next generation in effective use of telehealth across specialties, care settings
- How to teach faculty as preceptors in telehealth
- Understanding the opportunities and barriers of telehealth in achieving health and health care equity

Where is AAMC activity trending?

AAMC Strategic Plan, circa 2020

Available at <https://strategicplan.aamc.org/>

Sample efforts:

New Center of Health Justice

New Research and Action Institute

Improving Access for All Action Plan

Inclusivity and diversity are major themes

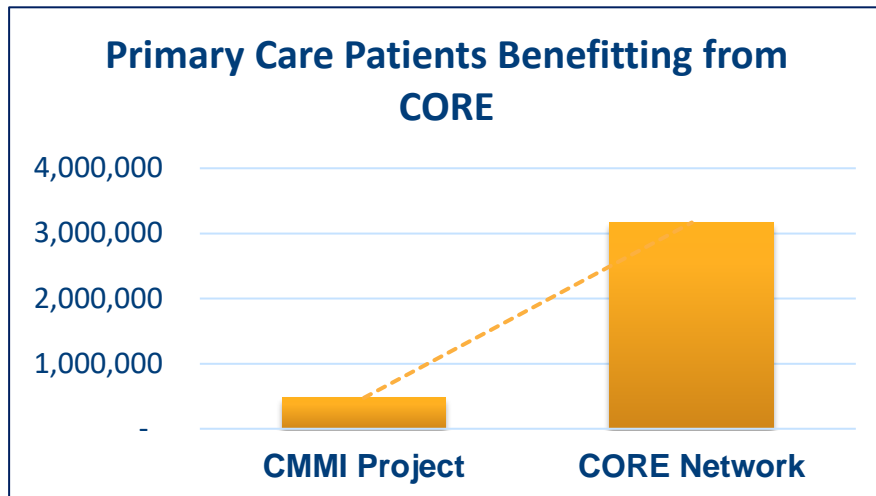
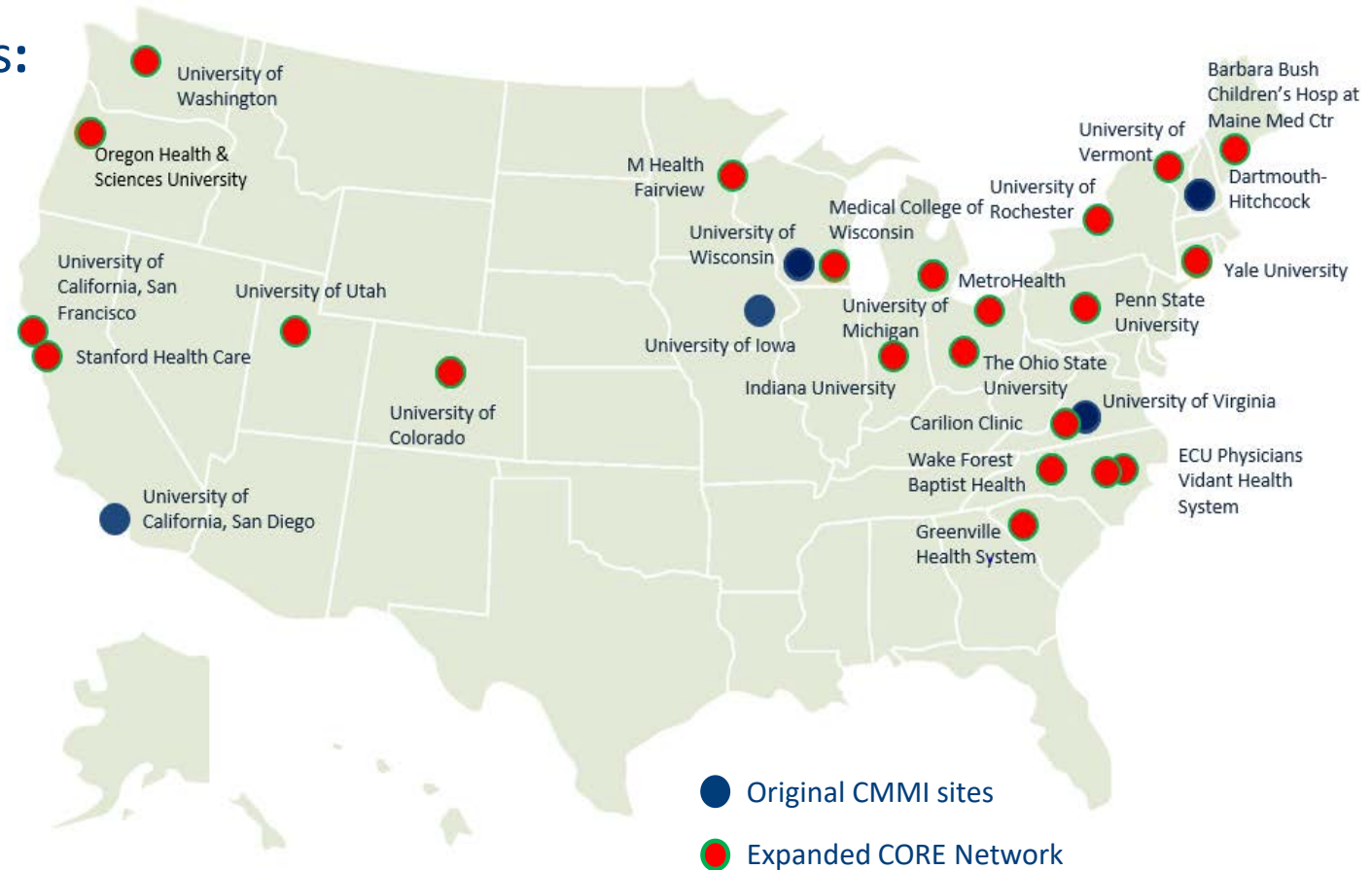
AAMC Project CORE: Coordinating Optimal Referral Experiences

Launched at 5 academic health systems in 2014 through **CMMI Health Care Innovation Award**

Expanded 7-fold (>35 AMCs) by 2020

Impact of eConsult and enhanced referrals:

- ↑ access to timely specialty care
- ↓ unnecessary referrals
- ↓ utilization and costs
- High patient and provider satisfaction
- >150,000 eConsults completed



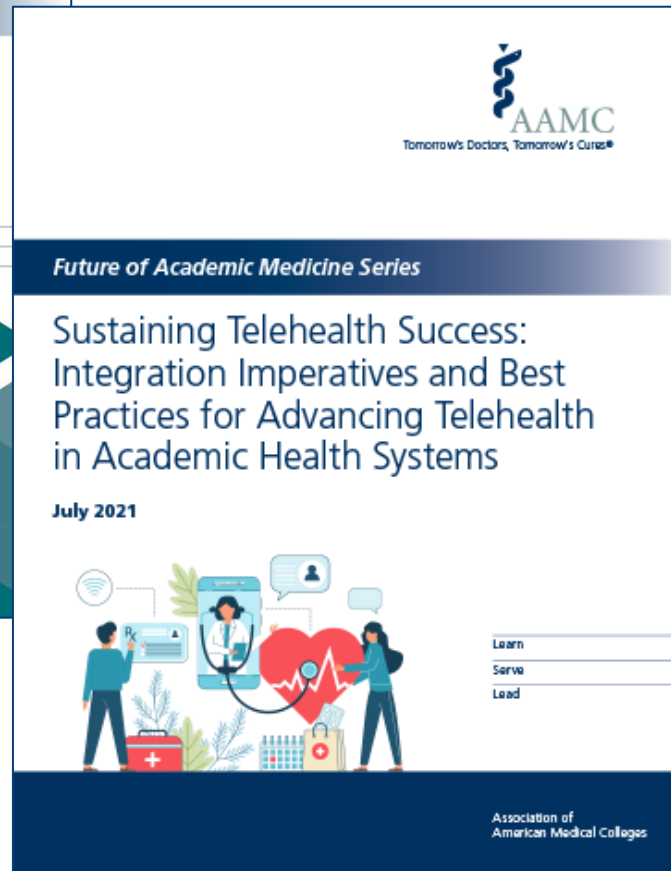
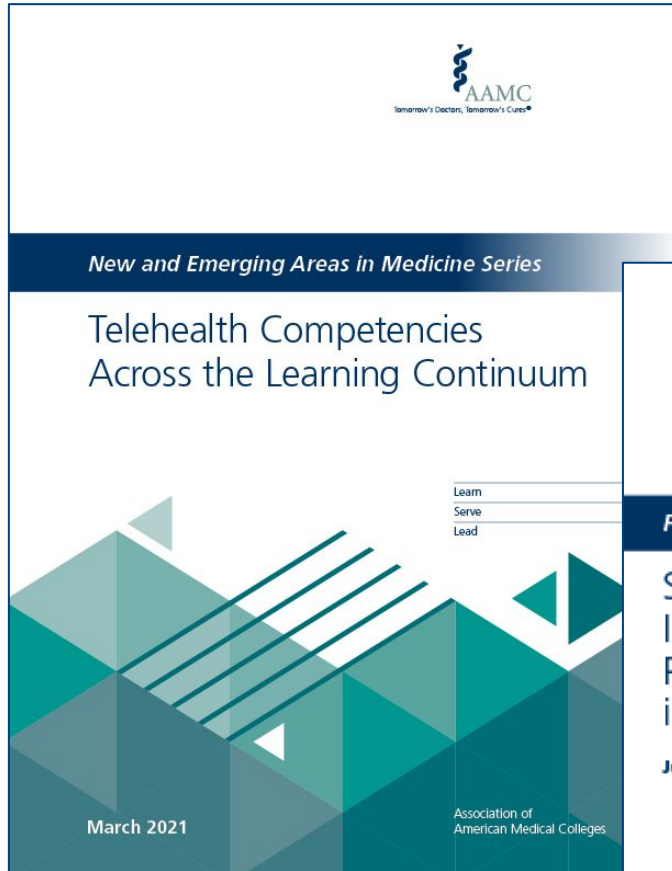
AAMC efforts to adapt and innovate for better care

Project CORE Goal: Improving care at the primary care – specialty care interface

Where we are going

- Studying the implications of eConsults on equity
- Partnerships with payers to promote optimal payment policies
- Promoting integrated continuum of services to enable seamless, appropriate care for patients at all levels of need
- Opportunities to extend impact of the CORE model

Promoting High Value Care through Telehealth



Where we are going

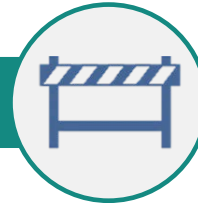
- Developing AMC leadership in promoting equity in telehealth
- Launching a Telehealth Integration Collaborative
- Seeking to curate examples of training excellence in telehealth that align with AAMC competencies
- Studying variations and drivers of sustained telehealth use in primary care

Leveraging technology to improve health care equity



Opportunities

- Better access to care
- Improved outcomes and quality
- Patient-centered care
- Better population health management



Barriers

- Digital divide
- Organizational infrastructure
- Provider/staff competency and bias
- Policy and payment

To narrow the digital divide and address disparities in care, patients need access to...



Connectivity

(internet, broadband)

+



Devices

(phones, tablets, computers)

+



Digital literacy skills

(ability to find, evaluate information, and clearly communicate through various IT platforms)

AAMC Activities Promoting Equity in Telehealth



Telehealth Equity Catalyst (TEC) Awards



Advocacy & Quality

- Establish metrics to assess telehealth equity
- Promote minimum device standards
- Study the business case for equity in telehealth
- Advocate for telehealth policy that promotes equitable access



Health System Solutions

- Identify innovative efforts that effectively narrow the digital divide:
- Spotlight on exemplars
 - TEC dissemination workshops
 - Spread effective training for students, residents, faculty

Conclusions and some cautions

There is boundless need for effective innovative programs in clinical care and related adaptations for training

Encourage new opportunities for engagement and professional development in clinical redesign leadership and execution

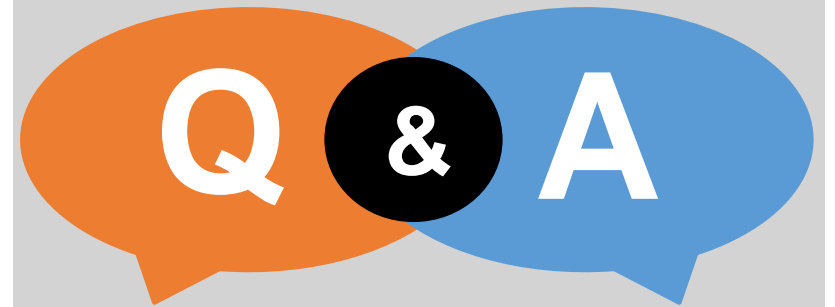
Remain vigilant to critically assess innovations, and don't fall prey to “shiny new thing” syndrome

Plan innovations with intention: ensure equity in access, patient-centeredness, and outcomes

Be mindful of needs around provider engagement and alignment of incentives to achieve sustainable innovation in practice

THANK YOU!

Scott Shipman, MD, MPH
sshipman@aamc.org



Lessons learned in program development and growth through Project CORE

Don't rush: gather insights from the field

Sometimes imitation gets you further than innovation

Know your audience (internal and external)

As you adapt over time, also adhere to the principles that drove success in the first place

Don't innovate without a plan for sustainability

Establish an evidence base

Acknowledge limitations

Develop a network to promote ongoing learning and engagement