Surviving – and Thriving – Amid Disruption

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FACULTY DISCLOSURE

The faculty reported the following financial relationships or relationships to products or devices they or their spouse/life partner have with commercial interests related to the content of this CE activity:

- None
Learning Objectives

- Identify the key marketplace disruptors and evaluate their impact on your business.
- Assess strategies for suppliers to stay relevant and provide value to IDNs in disruptive times.
- Identify new sales opportunities to help you grow your market share.
5 Disruptors to Watch
Disruptor #1: Changing Decision-Makers

Service Line Directors
- Use EHR data to identify practice variation
- Focus on driving performance improvement
- May work across facilities if organization is a health system

Centralized Value Analysis/P&T Committees
- Concentrate on high-cost areas (orthopedics, specialty drugs, etc.)
- Are typically multidisciplinary, collaborative in nature, involving clinical decision-makers
- Focus on product standardization

Financial Leaders
- Focus on shortening the revenue cycle, improving charge-capture
- Lend analytics expertise to Value Analysis Teams
- Interested in how products affect the total cost of care
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<th>Supply Chain Buying Process</th>
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<tr>
<td><strong>Traditional Approach</strong></td>
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<tr>
<td>• Provider as decision maker</td>
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<tr>
<td>• Reliance on journal articles, vendors</td>
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<tr>
<td>• Focus solely on quality</td>
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<td>• Physician preferences rule</td>
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<table>
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<th>Pharmacy Buying Process</th>
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<tr>
<td><strong>Traditional Approach</strong></td>
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<tr>
<td>• Product quality &amp; safety profile, cost</td>
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<tr>
<td>• Disparate P&amp;T Committees</td>
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<tr>
<td>• Focus on inpatient care</td>
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<td>• Limited focus on performance</td>
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<td>• Difficulty driving behavior change</td>
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**Disruptor #2: Changing Buying Process**
(Supply Chain and Pharmacy)
Disruptor #3: New Reimbursement Models

### MSSP ACOs
- ACOs encouraged to take on more risk under “Pathways to Success” rules
- ACO agreements are longer (5 vs. 3 yrs)
- Two new tracks, providers weighing options

### BPCI Advanced
- Unlike original BPCI, BPCI Advanced counts as APM under MACRA
- Involves greater risk to providers
- Enrollment is down, changes are likely coming

### MACRA
- Rules, performance scoring continue to evolve
- Cost matters more for MIPS (15% of final score)
- NextGen, MSSP Enhanced Track ACOs also count as APMs

### Commercial
- Plans partner on ACOs
- Some payers experiment with their own bundles
- Risk sharing is slowly being piloted for cardiac, orthopedic, and other procedures
Disruptor #4: More Competition

Which Suppliers Will Win as IDNs Move Toward Standardization?
### Disruptor #5: Customer Restructuring

#### Goals of Restructured IDNs

1. **To deliver comprehensive services**
   - Offer resources across care continuum
   - Help curb readmissions, unnecessarily utilization

2. **To contract more effectively with payers**
   - Help reduce the total cost of care
   - Engage in risk contracts

3. **To gain market share**
   - Help enhance patient/family experience
   - Offer products, programs that improve quality

#### Possible Supplier Strategies
Strategies to Stay Relevant and Provide Value Amid Disruption
Best Practices for Surviving and Thriving Amid Disruption

- Understand your customers’ strategic goals.
- Identify key customer needs.
- Match the needs of the IDN with your company’s products and services.
- Focus on ways to improve outcomes, including the patient experience.
- Recognize that practice/procedure standardization is an opportunity.
- Understand how market drivers are impacting your customers.
- Train your sales team to have more meaningful customer conversations.
### Key Training Topics to Address Disruptors

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<th>Competition</th>
<th>Restructuring</th>
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**Value-Based Care**
- Value Proposition
- Reimbursement

**MIPs/MACRA**
- Outcomes
- Value Proposition

**ACA Implications**
- Reimbursement
- Outcomes

**Restructuring**
- Quality Measures
- Patient Satisfaction
- IDNs/ACOs
Determining Your Sales Team’s Readiness to Thrive Amid Disruption

- Do you offer up-to-date training that enables your sales teams to sell value amid disruption?
- Does your sales team know how to confidently converse with a new breed of decision-makers?
- Does your value proposition speak to the new buying process?
- Can your sales team effectively address competition?
- Does your sales team know how to navigate complex organizations?
Handout
Free Resources
on Thriving Amid Disruption

https://www.cmrinstitute.org/free-trial/