TRANSFORMING
HEALTH CARE
Finding a Better Way

Every generation faces a great challenge. Ours is the transformation of health care.

Increasingly, the health care crisis challenges how we improve and deliver care. Our customers are demanding a new kind of high-value health care, one that is more accessible, reasonably priced and organized around patients. As a leading university health system—and as the only system serving a large part of the Mountain West region—we have an opportunity to remodel health care for our patients and for the nation.

At the University of Utah, we see the transformation of health care as an opportunity to lead the way. In our unwavering commitment to our patients and communities as lifelong partners in health, we look forward to a bright future.

We hope to inspire you to join us on this revolutionary journey.

Sincerely,

Vivian S. Lee, M.D., Ph.D., M.B.A.
Senior Vice President, University of Utah Health Sciences
CEO, University of Utah Health Care
Dean, School of Medicine
Leading the Nation in High-Value Health

“I suggest it’s time to stop talking about the Canadian solution, or the Swiss solution or the French solution, and start talking about the Utah solution.”

– Denis A. Cortese, M.D., Former CEO, Mayo Clinic

Nationally, Utah is ranked as having the healthiest population at the lowest cost. From this position, as a health system, we have the capacity to improve health care delivery, training and innovation and define a new model of health care for the nation.
UTAH HAS THE BEST HEALTH AT THE LOWEST COST

X Axis: Health Ranking by State  Source: United Health Foundation, 2015  
Y Axis: Health Care Expenditures per Capita by State of Residence  Source: Kaiser Family Foundation, 2009
Delivering a High-Value Equation

“University of Utah is a national leader in the transformation of health care.”

– Michael E. Porter, Ph.D., Harvard Business School

Our customers are demanding a new kind of high-value health care, one that is more accessible, reasonably priced and organized around patients. We define this high-value health care as high quality and exceptional service delivered at a reasonable cost. And we are well on our way.
UNIVERSITY OF UTAH HEALTH CARE VALUE EQUATION
Our formula for delivering high-value health care

\[ V = \frac{Q + S}{\$} \]

(VALUE) (QUALITY) (SERVICE) (COST)
This is the organization that can revolutionize health care.

— Robert S. Kaplan, Ph.D., Harvard Business School

For the last six years in a row we have been recognized by University HealthSystem Consortium as one of the top university health systems in the nation for quality. Informed by cutting-edge academic discovery and training, our clinical operations provide some of the highest quality care in the country.
NATIONAL QUALITY RANKING FOR UNIVERSITY OF UTAH HEALTH CARE
Out of 117 academic medical centers and more than 331 of their affiliated hospitals

Source: University HealthSystem Consortium, 2008–2015
Leading the Nation in Patient Experience

“... reducing patient suffering—the kind caused not by disease but by medical care itself—has become a medical goal. When the university began, it was in about the 30th percentile nationally on the Press Ganey survey. Now, half its providers are in the 90th percentile and 26 percent are in the 99th percentile.”
– Gina Kolata, New York Times

Today, driven by complete transparency and a commitment to providing an exceptional patient experience, half of our providers rank nationally in the 90th percentile for patient satisfaction. Perhaps even more remarkably, more than a quarter of our providers rank in the 99th percentile.
PATIENT SATISFACTION SCORES:
National benchmarks for University of Utah providers

Source: All Facilities Press Ganey Database includes the following: Number of Physicians: 142,411; Number of Patients: 2,783,597
“The University of Utah was the first to go down this road ... and patient care will be better for it.”

– Thomas H. Lee, M.D., Press Ganey

In 2012, we became the first academic medical center in the nation to publish our patient satisfaction results and comments online for the world to see. Our patients value this knowledge, our providers push one another to improve, and some of the nation’s top health systems—like Cleveland Clinic, Wake Forest, Piedmont and Stanford—are following our lead.
I had some concerns that were bothering me about my surgery and monitoring of my illness. Dr. Scaife was very thorough in answering my questions. She alleviated many of the fears I have, and she set up a monitoring program for every six months that will help us keep track of the disease progression.

Dr. Scaife and Dr. Adler were great. Felt so confident and secure with all of their information and treatment plan. They were amazing. Dr Adler even called my home several days later to see how I was doing and if I had any questions. It really meant a lot to me. Can’t tell you how happy I was with the whole experience.

Totally loved them all and have told several family and friends how pleased we are. Dr Scaife made sure we understood everything and drew lots of pictures to explain what she was saying. I am so blessed to have her as my surgeon.
Leading the Nation in Cost Management

“For a field in which high cost is an overarching problem, the absence of accurate cost information in health care is nothing short of astounding.”


In 2012, University of Utah Health Sciences set out to break new ground. To prepare our institution to provide high-value care with greater outcomes, we built the Value-Driven Outcomes (VDO) tool—a data-driven tool that allows providers to question the costs associated with their practices against the outcomes they are delivering. Early pilot projects with the VDO tool produced reductions of more than $2.5 million to the true costs of care and greatly improved outcomes for multiple procedures.
UNIVERSITY OF UTAH: AVERAGE COSTS OF CARE FOR TOTAL JOINT REPLACEMENT

Value-Driven Outcomes (VDO) Report
DRG 470 – Major joint replacement of the lower extremity

Source: Average hospital cost per visit, Discharges 2012–2014
Case Study: When Quality Goes Up, Costs Can Go Down

Today, the Utah health system is one of a handful in the nation with a data system that can track cost and quality for every one of its 26,000 patients. That data is shared with doctors and nurses for further input about ways to streamline cost and improve care."

– Julie Appleby, USA Today

Our Value-Driven Outcomes tool has enabled us to improve outcomes and lower costs. By arming our providers with effective tools like these to harness data, they can lead health care transformation from the front lines of delivery. Training to be a part of the solution, our providers continuously improve the value of University of Utah Health Care.
VALUE-DRIVEN OUTCOMES IN TOTAL JOINT REPLACEMENT:
Higher quality drives lower cost

PERFECT CARE INDEX AND AVERAGE COST
- Outcome: Perfect Care
- % to FY12 Average Cost

Quality Index: Percentage of all visits where selected care measure was met
% to FY12 Average Cost: Ratio of that months avg. cost compared to baseline 2012 avg. cost
IN THE NEWS

Engaging Doctors in the Health Care Revolution
Online Reviews Could Help Fix Medicine

Patients Give Doctors a Piece of their Mind. The Result Could be Better Care

Utah Hospitals Try the Unthinkable: Get a Grip on Costs
Given Choice, Parents Pick Cheaper Medical Procedure for Children

Doctors Strive to Do Less Harm by Inattentive Care
Building a Bridge Between Value and Volume

ON THE NATIONAL STAGE

Teaching is central to the mission of university health systems and we are committed to sharing our hard-won knowledge with others. Word of our successful embrace of transparency is getting out, and industry leaders are increasingly following our lead.

Innovation in Health Care Leadership: Transparency in Quality Data, Pricing, and Medical Records

Academic Medical Centers: The Future of Health Care

Using Data to Increase Patient Engagement

View articles and presentations at transparency.uofuhealthsciences.org
LEADING THE TRANSFORMATION OF ACADEMIC HEALTH CARE

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