

# Becoming Accountable: Achieving Success in Population Health Management

(An ACHE Face-to-Face Panel Discussion)

**Facilitator:** Robert Morrow, M.D., MBA  
Senior Medical Director, CMO, Houston, Blue Cross/Blue Shield of Texas

**Panelists:** Bitu Kash, PhD, FACHE  
NSF Center for Health Organization Transformation (CHOT)  
Texas A&M University  
Mike Reno, FACHE  
Chief Operating Officer  
Hill Country Memorial Hospital

**INSIGHTS FOR HEALTHCARE PROFESSIONALS**  
(A partnership with Medical World Americas)



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# Learning Objectives

- Describe key success factors for effective population health management .
- Discuss innovative physician-hospital collaboration approaches for becoming accountable.
- Identify specific planning and implementation steps to forming accountable organizations.

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# Agenda

- **Overview**
- **Introductions + Video (30 minutes) Presentation by Bob Edmondson, MPH, FACHE**
- **Topics for Discussion:**
  - ☐ The role of the hospital or health system in the world of Population Health Management
  - ☐ Risk stratification, new programs and services aimed at the highest healthcare users
  - ☐ How is your hospital implementing changes to transform the patient experience?
  - ☐ Challenges of driving patient care to the lowest cost setting as well as reducing admissions
  - ☐ Strategic issues for Accountable Care Organization (ACO) development
- **Questions for Discussion:**
  - ☐ How can your organization target the population that uses healthcare the most? What strategies have been implemented to reduce healthcare costs?
  - ☐ How successful has your organization been in implementing coordinated information systems? Has it been beneficial in increasing patient satisfaction?
  - ☐ What tensions, if any, do you discover with physicians when implementing a population health management model?
  - ☐ How diverse and involved is your community in offering health management services and information to the population?
  - ☐ What defines success in population health management?
- **Conclusion**

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# Mike Reno, FACHE

Chief Operating Officer  
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## OUR COMMUNITY

**22,255** Gillespie County Population

**154,783** HCM's Service Area Population

HILL COUNTRY MEMORIAL IS LOCATED IN THE TEXAS HILL COUNTRY.

**78** miles Southwest of Austin (Texas capitol)

**70** miles North of San Antonio







2014 MALCOLM BALDRIGE  
NATIONAL QUALITY AWARD  
RECIPIENT



A TRUVEN HEALTH  
ANALYTICS 100 TOP  
HOSPITAL 4 CONSECUTIVE  
YEARS.



TOP TEN RANKING  
HOSPITALS FOR SAFETY  
AND RESPECT 2015  
(ONLY HOSPITAL IN TEXAS)



HCM IS 1ST IN THE US  
FOR PATIENT EXPERIENCE.  
TEXAS HOSPITAL ASSOCIATION.  
REPORTED SEPTEMBER 2013.

## HCM AT A GLANCE

**86** Beds    **686** Employees

**7** Counties Served

## HCM'S MAJOR SERVICES

Joint Replacement, Surgical,  
Inpatient Hospital, Outpatient/Outreach,  
Emergency

# Bitu Kash, PhD, FACHE

Texas A&M University  
NSF Center for Health Organization  
Transformation (CHOT)

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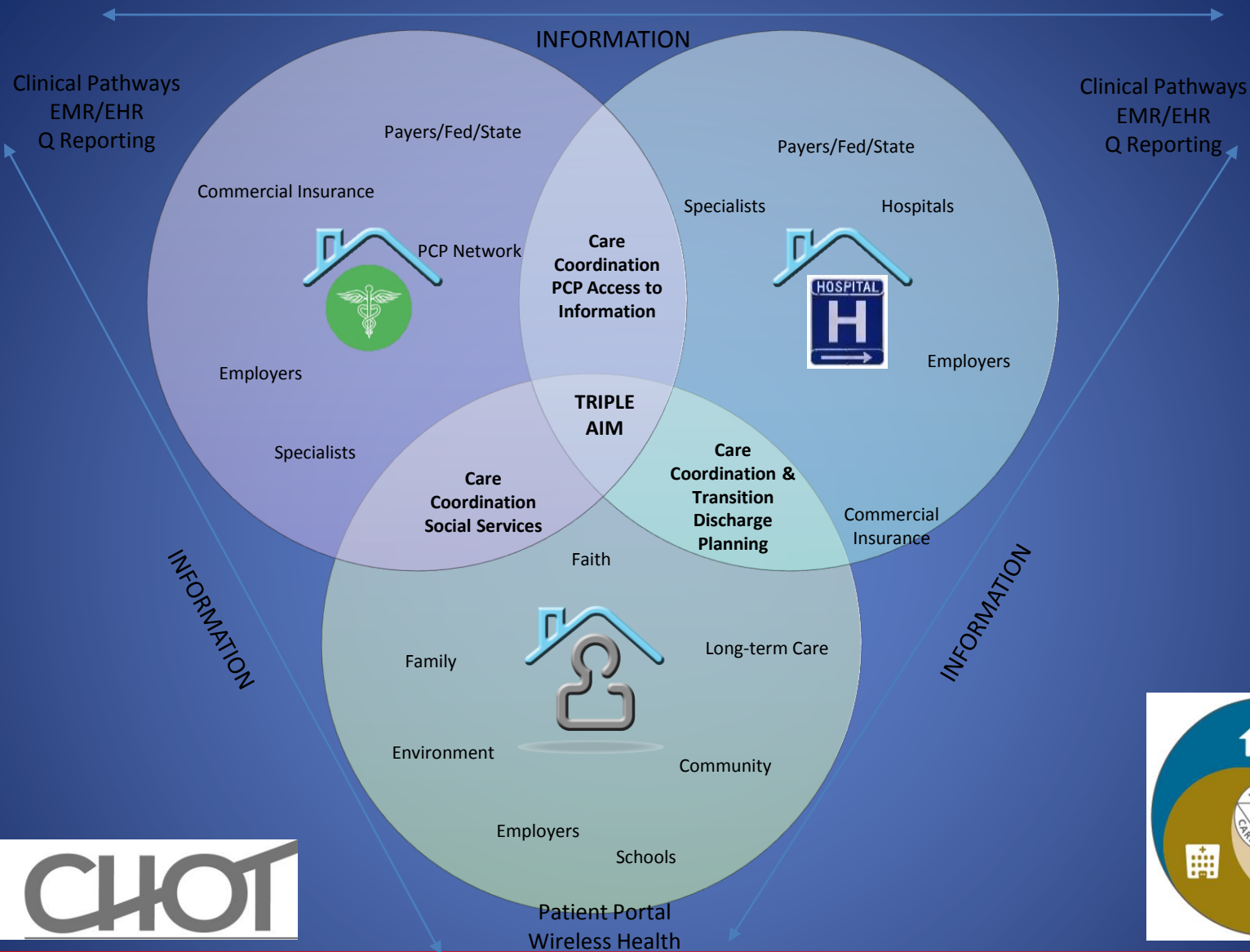
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# VISION: Fully Integrated and Coordinated System of Care



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# VISION: Fully Integrated and Coordinated System of Care

## THE U.S. NEEDS NEW:

### 1) Healthcare Delivery Model

- improving Q @ less Cost



### 2) Payment Model

- pay for Q @ less C
- “Co-management” (through ACOs)
- “Bundled payments”



### 3) Implementation Tool Kit

- address the HOWs



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# Discussion

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# Biography

**Robert Morrow, M.D., MBA**, currently serves as Chief Medical Officer of the Houston Region at Blue Cross and Blue Shield of Texas, where he joined the organization as Medical Director in May 2013. Prior to this, he most recently served as the Director of Medical Quality for the Rural and Community Health Institute of the Texas A&M Health Science Center. His previous experience also includes serving as the Chief Medical Officer for Memorial Hermann Southwest Hospital in Houston and practicing privately in Family Medicine. Dr. Morrow is a graduate of the Memorial Hermann Southwest Family Practice training program in Houston and the University of Texas Medical School at Houston. He completed his undergraduate studies at Texas A&M University and received a Master of Business Administration from the University of Tennessee.

Dr. Morrow has held numerous leadership positions within the Houston community, including serving as past president of the Houston Academy of Medicine. In addition, he recently completed four years on the Executive Board of the Harris County Medical Society. He currently serves on the Board of the Texas Medical Foundation Health Quality Institute and is also an active member of the Texas Medical Association. As part of his engagement in the Association, Dr. Morrow previously served as Chair of the Council on Public Health and currently participates on the Council on Health Care Quality. He also serves in the House of Delegates of the Texas Medical Association. As an active member of his community, Dr. Morrow is a member of the Board of Directors of the Greater Houston Partnership and serves on the Health Care Advisory Committee. Dr. Morrow has served as chair of his local chapter of the American Heart Association.

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# Biography

**Mike Reno, FACHE**, Mike Reno, FACHE, is the Chief Operating Officer (COO), of Hill Country Memorial (HCM), Fredericksburg, Texas. Reno joined the hospital executive team on August 26, 2013. HCM has a national reputation for innovative patient care and treatment programs and has twice been the number 1 rated hospital for HCAHPS patient satisfaction in the country. In addition, HCM was named a 2014 Malcolm Baldrige National Quality Award winner; has been recognized as a Truven Top 100 Hospital three years in a row; and recently received the Best Surgical Rating in Texas according to Consumer Affairs.

Reno holds a Masters of Science in Healthcare Administration from Houston Baptist University. He most recently served as Vice President and Senior Executive at St. Luke's Health System in Boise, Idaho, where he oversaw ancillary and support service operations for seven non-profit, rural hospitals. While there, Reno successfully co-led St. Luke's enrollment and participation in the Medicare Shared Savings Program (MSSP). Prior to that, he worked with RWD Technologies, and at St. Luke's Episcopal Healthcare System in Houston. Reno served in the Army for five years, where he was a Medical Logistics Sergeant.

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# Biography

**Bita Kash, Ph.D., FACHE**, is an associate professor at Texas A&M University, Department of Health Policy and Management and Joint Associate Professor at the College of Medicine's Department of Internal Medicine. Her areas of research include organizational performance, transformation and change in healthcare, nursing home staffing and costs, strategic planning, and marketing in the healthcare sector.

Dr. Kash received a Master's in Business Administration from The Citadel in Charleston, SC. She completed a two-year administrative fellowship at MUSC and later worked as a management consultant with RSM McGladrey, Inc. before pursuing a PhD in Health Services Research from Texas A&M University. She currently teaches healthcare strategic planning and marketing for MHA and MPH programs, the MHA Capstone course, and serves on multiple PhD student committees. Dr. Kash is also a fellow of the American College of Healthcare Executives (ACHE) and an active member of AcademyHealth, the Gerontological Society of America, and Academy of Management. She has recently been appointed to serve on the editorial board for the Journal of Healthcare Management.

Dr. Kash, as Director and PI of the Center for Health Organization Transformation (CHOT), conducts research to support the implementation of evidence-based transformational strategies within healthcare organizations. Dr. Kash's research model relies on the knowledge and experience of healthcare leaders to guide academic research. This cooperative model ensures that the research is both meaningful and applicable to the healthcare industry and provides immediate decision support for CHOT's Industry Members, such as Texas Children's Hospital, the American Society of Anesthesiologists, and St. Jude Medical. Dr. Kash's areas of research include organizational capacity for change and transformation, implementation of new innovative models of care in primary care and surgical settings, nursing home staffing and cost, and healthcare strategic planning and management. Her most recent research projects, funded by the National Science Foundation's Center for Health Organization Transformation (CHOT), focus on examining elements of integrated primary provider networks as potential sources of competitive advantage using resource based theory (RBT). Dr. Kash's research has been funded primarily by NSF, AHRQ, NIH, industry, and the State Department of Health and Human Services.

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