



ADDRESSING THE DRIVERS OF HEALTH

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President, Social Determinants of Health



PROMEDICA₁



25
YEARS

New Orleans

15
YEARS

Baltimore

15
YEARS

Chicago

14
YEARS

Las Vegas

8-10
YEARS

Washington DC



Life Expectancy GAPS



U.S. LIFE EXPECTANCY

1980s
2000s



Middle of the pack
Bottom of the pack

**Socioeconomic status and social factors
exert larger influences on longevity.**

“ Social underfunding probably has more long-term implications than underinvestment in medical care. ”

Gerard Anderson, Johns Hopkins
New York Times, May 14, 2018



“WHERE YOU LIVE SHOULD NOT
DECIDE WHETHER YOU LIVE OR
WHETHER YOU DIE.”

U2

Crumbs from Your Table



[1]

Business

PERSPECTIVE

→ U.S. Health Care from A GLOBAL PERSPECTIVE

MORE PREVENTABLE DEATHS

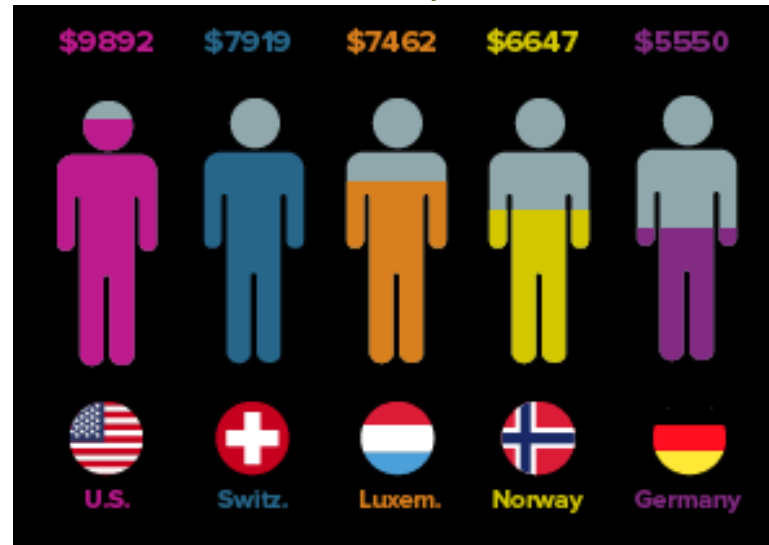
More people die of preventable diseases and complications in the U.S. than in any other developed nation.*



*Per 1000,000

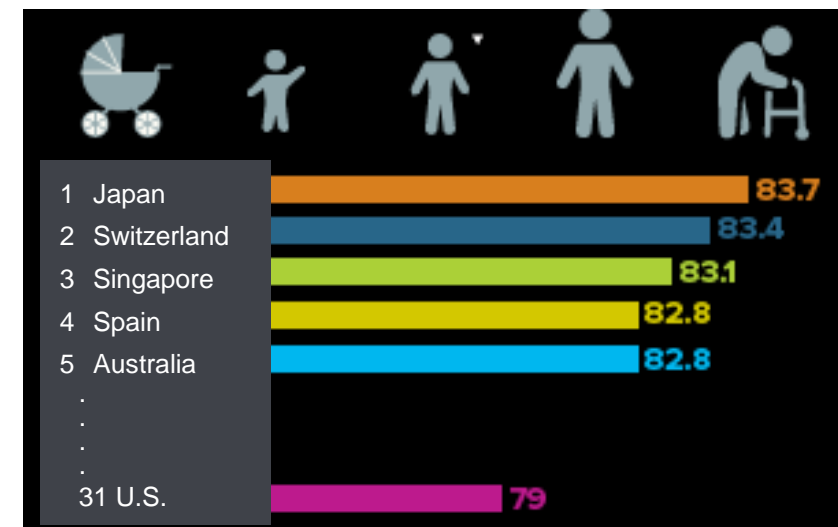
HIGHEST HEALTH COSTS

The United States spends more money per person on healthcare than any other nation with comparable incomes.



LOWER LIFE EXPECTANCY

The United States has a significantly lower life expectancy than other countries that spend less on healthcare.

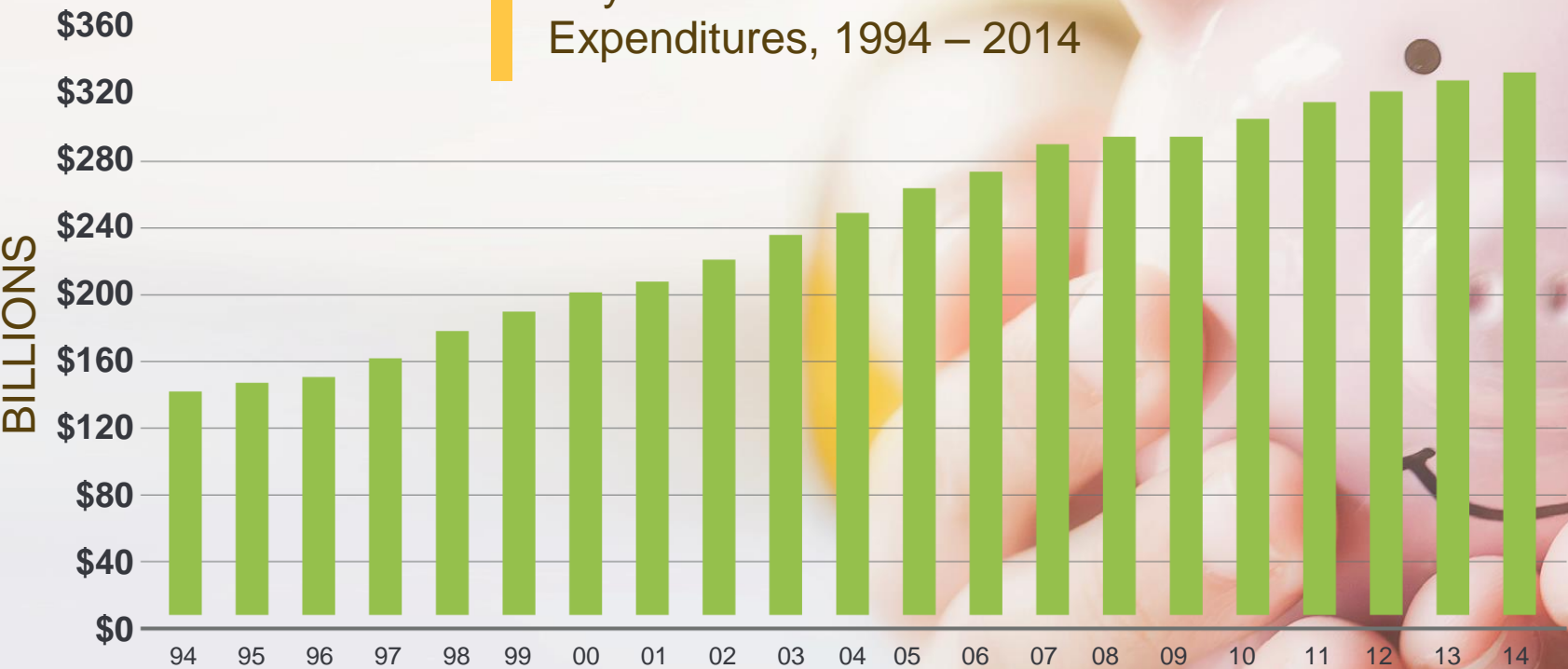


Source: Reverehealth, <https://reverehealth.com/vbc/vbc-providers/>



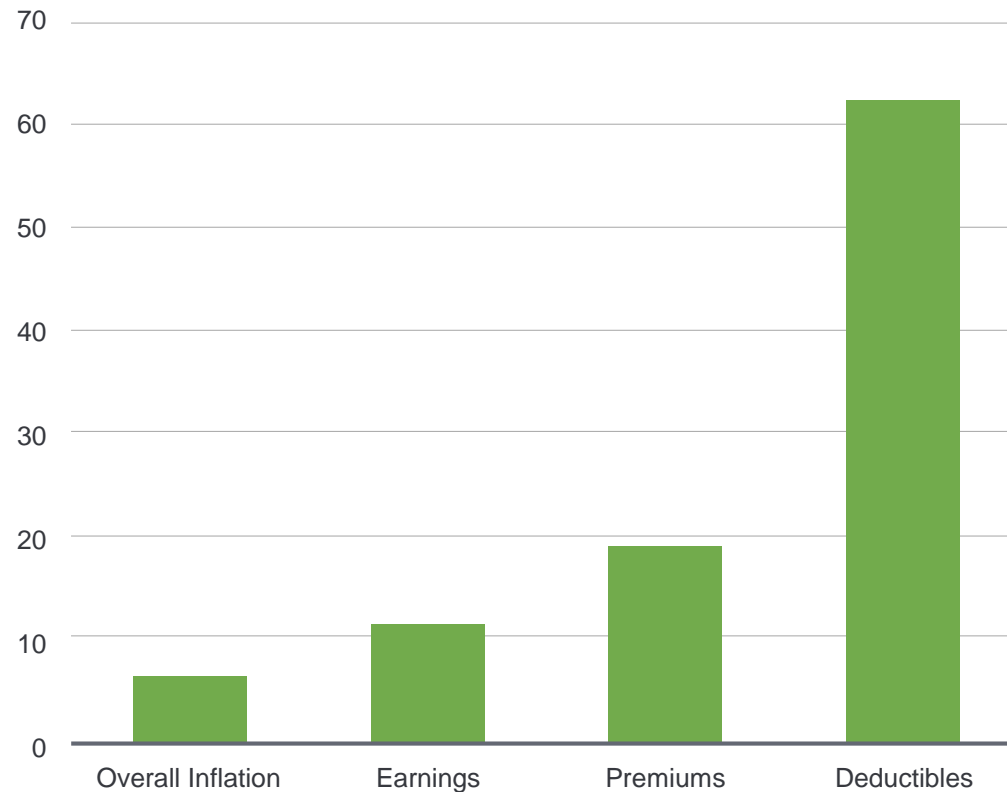
Business PERSPECTIVE

Consumer Out-of-Pocket
Payments for National Health
Expenditures, 1994 – 2014



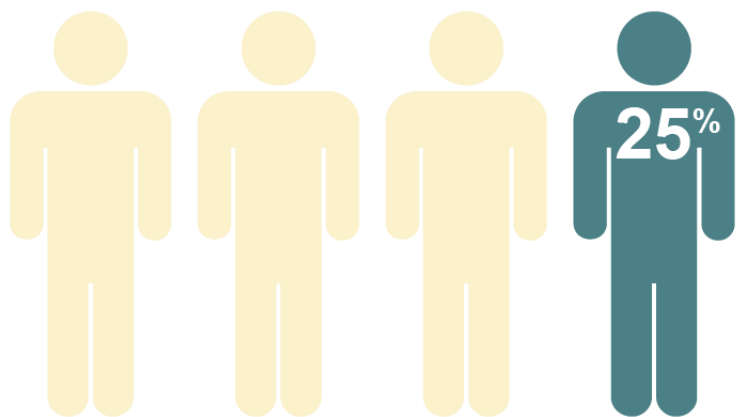
Source: Source: Centers for Medicare & Medicaid Services, Office of the Actuary. Data released December 3, 2015. CMS completed a benchmark revision in 2009, introducing changes in methods, definitions and source data that are applied to the entire time series (back to 1960). For more information on this revision, see <http://www.cms.gov/nationalhealthexpenddata/downloads/benchmark2009.pdf>.

→ Out-of-Pocket **EXPENSES** GROWING



Out-of-pocket expenses for **PREMIUMS AND DEDUCTIBLES ARE GROWING FASTER** than overall inflation and earnings

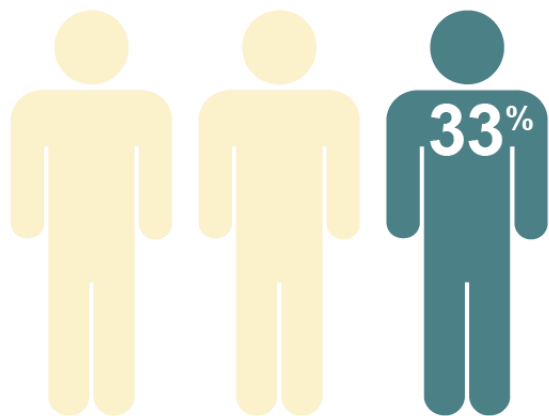
→ Individual PERSPECTIVE



ONE in four Americans

say the cost of health care is the biggest concern facing their family.

Kaiser Family Foundation



ONE in three Americans

report that they could not access care in the last year because of cost.

The Commonwealth Fund

Affordability is one of the most important challenges influencing American's ability to access health care.



U.S. Health Care from a GLOBAL PERSPECTIVE

Exhibit ES-1. Overall Ranking



Country Rankings		AUS	CAN	GER	NETH	NZ	UK	US
	1.00-2.33							
	2.34-4.66							
	4.67-7.00							
OVERALL RANKING (2010)		3	6	4	1	5	2	7
Quality Care		4	7	5	2	1	3	6
Effective Care		2	7	6	3	5	1	4
Safe Care		6	5	3	1	4	2	7
Coordinated Care		4	5	7	2	1	3	6
Patient-Centered Care		2	5	3	6	1	7	4
Access		6.5	5	3	1	4	2	6.5
Cost-Related Problem		6	3.5	3.5	2	5	1	7
Timeliness of Care		6	7	2	1	3	4	5
Efficiency		2	6	5	3	4	1	7
Equity		4	5	3	1	6	2	7
Long, Healthy, Productive Lives		1	2	3	4	5	6	7
Health Expenditures/Capita, 2007		\$3,357	\$3,895	\$3,588	\$3,837*	\$2,454	\$2,992	\$7,290

Note: * Estimate. Expenditures shown in \$US PPP (purchasing power parity).

Source: Calculated by The Commonwealth Fund based on 2007 International Health Policy Survey; 2008 International Health Policy Survey of Sicker Adults; 2009 International Health Policy Survey of Primary Care Physicians; Commonwealth Fund Commission on a High Performance Health System National Scorecard; and Organization for Economic Cooperation and Development, OECD Health Data, 2009 (Paris: OECD, Nov. 2009).



[2]

IMPACT

How did we get here?

1929	Hospitals in Texas form Blue Cross health plan
1939	California hospitals created Blue Shield
1940	9% of Americans have some form of health insurance
1945	National Health Insurance/Social Security Private insurance expands
1946	Hill Burton Private Insurance expands
1950	50% of Americans have some form of health insurance
1960	66% of Americans have some form of health insurance
1965	Medicare and Medicaid established Diagnosis Related Groups created Private insurance expands
1970s	HMOs created
1980s	Healthcare inflation outpaces national GDP
1993	Clinton "Health Security Act" universal health care, employer model
1997	Balanced Budget Act • Reimbursement reductions for Medicare • SCHIP
2010	Affordable Care Act
2016	15 million healthcare employees
2017	Triple Aim / Population Health / Value-Based care
2025	Repeal and Replace ACA Discussions
2050	

GDP

5%

9.2%

12.5%

17.6%

19.3%

18.2%

19.7%

FUTURE PROJECTIONS AT 37%

The (Not-So-Rosy) Future of Hospitals

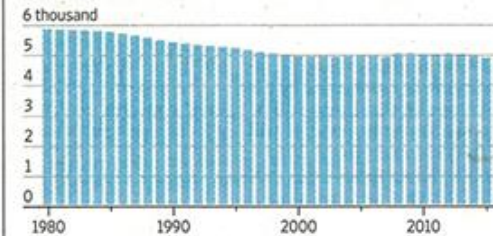


HOSPITAL DRAMA

How these facilities at the center of the health-care system are evolving

Full-Service Fade

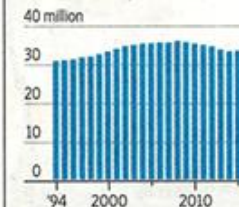
The number of community hospitals in the U.S. has been in a long-term decline, and hospital closures are expected to continue over the next decade.



Source: American Hospital Association

Fewer Stays

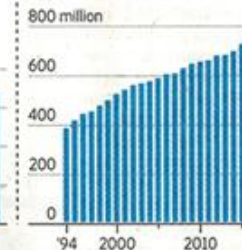
Inpatient admissions to community hospitals have trended down over the past decade.



Source: American Hospital Association

More Patients

But outpatient visits have climbed steadily.



The Cost Benefit

Average savings on these outpatient procedures compared with inpatient settings

	TOTAL SAVINGS	PATIENT OUT-OF-POCKET SAVINGS
Hysterectomy	\$4,505	\$483
Lumbar/spine surgery	\$8,475	\$320
Gallbladder removal	\$11,262	\$924
Angioplasty	\$17,530	\$1,062

Note: 2014 data

Source: Blue Cross Blue Shield Association

THE WALL STREET JOURNAL.



“HEALTH CARE IS A TERMINAL
ILLNESS FOR AMERICA’S
GOVERNMENTS AND
BUSINESSES. **WE ARE IN BIG
TROUBLE**”

Clayton Christensen

2019 – *The Innovator’s Prescription*

“The movement of more and more services **outside of the four walls of a hospital** has been a **positive one**. It has, all else being equal, lowered costs and improved outcomes. But as I said, even as this transformation is going on, **we believe it needs to accelerate.**”

Alex Azur

Speech to American Hospital
Association
May 9, 2018



We ask people to

FIT IN OUR **WORLD**

Patient-centered Care

Value-based Care

Age-friendly Health
Systems



Everyone is a **PATIENT**

Home
Health

Primary
Care

URGENT
Care

Freestanding
ERs

Ambulatory
Surgery

Outpatient
Rehab

Outpatient
Pharmacies

Hospitals

Post
Acute
Services

Skilled
Nursing

Hospice

TOGETHER,

TRANSFORMING HEALTH CARE FOR SENIORS

ProMedica and HCR ManorCare

TWO MISSION-DRIVEN ORGANIZATIONS, ONE VISION


NEARLY
70,000
EMPLOYEES

30
STATES



\$7 BILLION
REVENUE


13
ACUTE
FACILITIES


HEADQUARTERED IN
Toledo, Ohio


2,700
PHYSICIANS


600,000
LIVES COVERED


450+
POST-ACUTE
FACILITIES

MARKET OPPORTUNITY

85+ *Within 20 years, the 85+
POPULATION WILL DOUBLE.*



OLDER ADULTS are expected to
OUTNUMBER CHILDREN for the
first time in U.S. history.

TOGETHER, WE WILL DELIVER...



HIGH-QUALITY, PATIENT-CENTERED CARE



A SEAMLESS AND COORDINATED EXPERIENCE



CARE IN A SETTING THAT MEETS THE NEEDS
OF THE PATIENT



A NEW PERSPECTIVE THAT INCLUDES
THE ROLE OF SOCIAL DETERMINANTS
IN HEALTHY AGING



What Type of IMPACT?



ANCHOR STRATEGIES = ECONOMIC GROWTH



↑ Revenue ↑ Volumes



↑ Net Income



↑ Market Share



↑ Days Cash on Hand



Building New Buildings



Social Determinants



“THOUGH HEALTH CARE IS
ESSENTIAL TO HEALTH IT IS A
RELATIVELY WEAK HEALTH
DETERMINANT”

McGinnis/Foege “Actual Cases of Death in the US”

JAMA November 1993



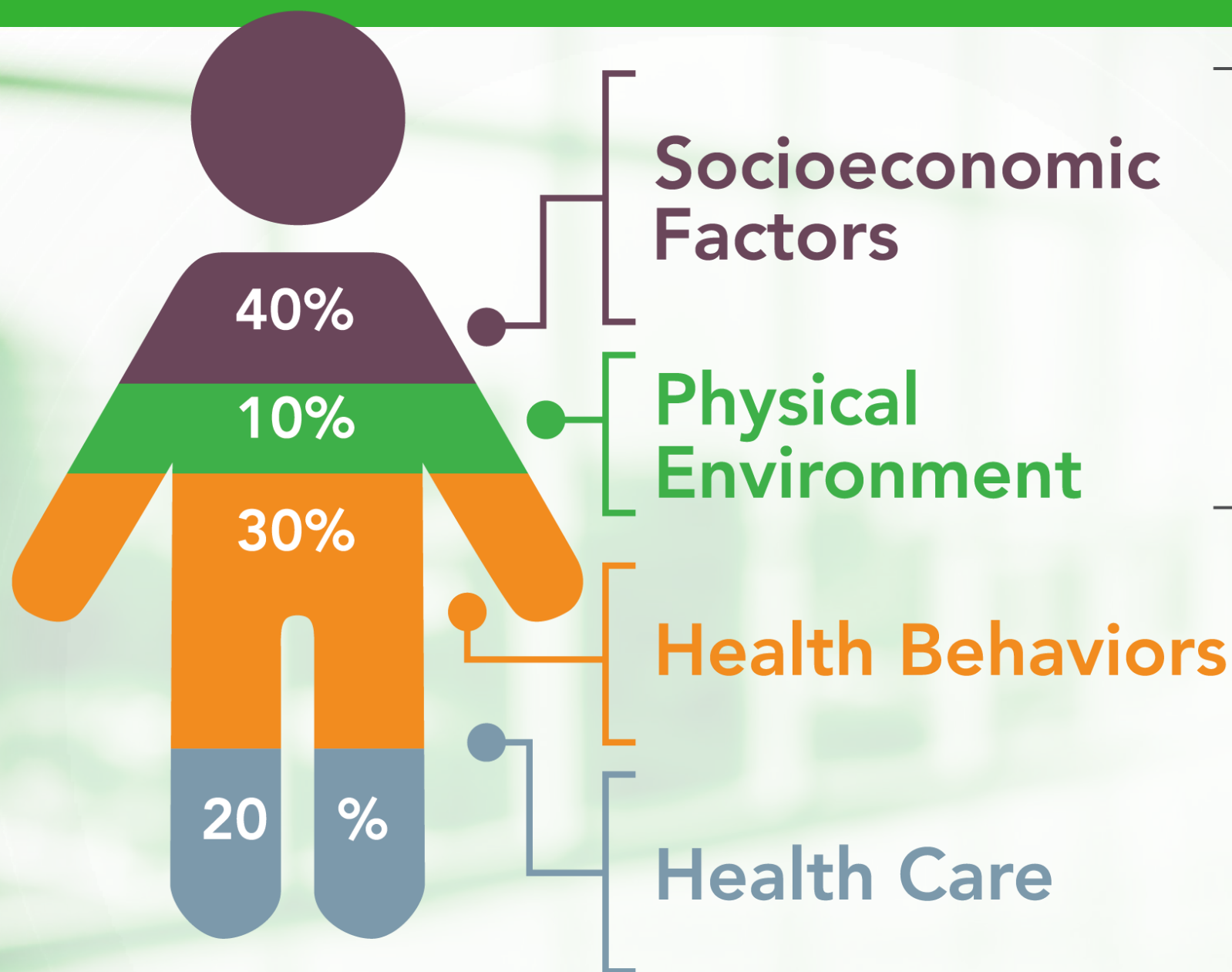
We ask people to

FIT IN OUR **WORLD**

Patient-centered Care

Value-based Care

Age-friendly Health
Systems



50% can
be traced
back to your
zip code!

PROMEDICA'S JOURNEY IN SOCIAL DETERMINANTS OF HEALTH





ARE WE ASKING THE RIGHT QUESTIONS?

We do ...

Ask about and encourage exercise

Ask about and encourage people to lose weight

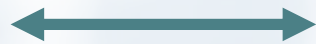
Check vital signs

Check a child's growth

Provide physical examinations

Provide education to patients

Criticize patients who fail to show up for appointments



But we don't ...

Ask about safety in neighborhoods

Ask about diet and ability to secure healthy food

Screen for mental health

Look for signs of toxic stress

Ask about insurance information

Ask if they can't read

Ask if they have transportation

DOMAINS OF SDOH RISK



FOOD
INSECURITY



FINANCIAL
STRAIN



INTIMATE
PARTNER VIOLENCE



TRAINING &
EMPLOYMENT



HOUSING
INSECURITY



CHILDCARE



BEHAVIORAL
HEALTH



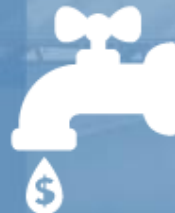
TRANSPORTATION



EDUCATION



SOCIAL
CONNECTION



UTILITIES



- Food Insecurity Screens: 970,572
- SDOH Screens: 118,030
- Screening employees through EAP

55% HAD POSITIVE NEEDS IDENTIFIED

- 39% of those screened had needs in four domains or more
- 87% of those screened had a high motivation score

→ Social Determinants of HEALTH SCREENING

TOP NEEDS:

- Financial Strain
- Behavioral Health
- Food

A GROWING SENIOR POPULATION WITH INCREASING NEEDS

As the “baby boomers” age, every support system they rely upon is facing unprecedented expectations to met their demands. Health care is no different. Their expectations create an opportunity to reshape every aspect of how they receive, respond and engage in health and wellness services. Because of this:

85+

Within 20 years, the **85+ POPULATION WILL DOUBLE**



At least **70%** of people 65+ will need **LONG-TERM CARE SERVICES** and support at some point in their lifetime.



Too often seniors **HAVE TO CHOOSE** between food and medicine.



OLDER ADULTS are expected to **OUTNUMBER CHILDREN** for the first time in U.S. history.



1 in 7 seniors are threatened by hunger and 3.6 million live in poverty.



POST HOSPITAL SYNDROME
Vulnerable state caused by the stress and disruption of hospitalization.



80% of seniors have **AT LEAST ONE CHRONIC DISEASE** and **50%** have at least two chronic diseases.



Bankruptcy booms among older Americans: The rate of people **65 AND OLDER FILING FOR BANKRUPTCY IS THREE TIMES WHAT IT WAS IN 1991** due to vanishing pensions, soaring medical expenses and inadequate savings.



Number of people with **DEMENTIA DOUBLES EVERY 20 YEARS.**



Researchers have found that loneliness is just as lethal as smoking 15 cigarettes per day. **NEARLY HALF OF AMERICANS ARE LONELY** and it's particularly prevalent among senior populations.



Average annual health spending for those with multiple chronic conditions and functional limitations is **28% HIGHER AMONG THE ELDERLY** than non-elderly.



DEATHS FROM CHRONIC DISEASES like Alzheimer's, Hepatitis C and cancer are rising.



Patients with **LOW HEALTH LITERACY**...



Are more likely to visit an
EMERGENCY ROOM



Have more
HOSPITAL STAYS



Are less likely to follow
TREATMENT PLANS



Have higher
MORTALITY RATES

→ PLACE MATTERS to Health



PLACEMAKING is a multi-faceted approach to the planning, design and management of public spaces.

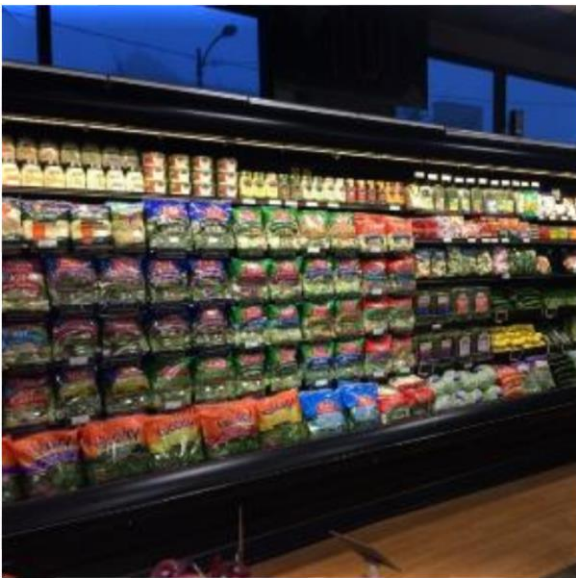
Capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and well being.



EBEID CENTER



- Food market – 1st Floor
- Teaching kitchen – 2nd Floor
- Call center – 3rd Floor
- Job training/career skills
- Financial literacy classes
- Parenting classes
- Nutrition counseling
- Diabetes education
- Block-by-block community empowerment/improvement



U.S. HEALTH CARE'S FORK IN THE ROAD

HEALTH CARE TODAY

- 18.2% GDP (\$6t)
- \$500-900B Waste
- 50% Prescriptions
- 1/3 Care Unnecessary
- #1 Cause of Bankruptcy
- Lack of Transparency
- 1/3 Skip Care

CLINICAL PATH

- 19.4% GDP (2027)
- High Tech/Advanced Care
- Clinical Treatment
- Expansion of Current Model
- Chronic Condition Focus
- Extensive End of Life Care

INTEGRATED PATH

- Health & Well-being Focus
- Social Determinants - Preventative
- Adverse Child Effects - Preventative
- Health Care at Home
- Care to Lowest Cost Setting
- Technology Assisted
- Increase Primary Care

A HEALTH & WELL-BEING MODEL

- Preferred Care Setting
- Personalized Care
- Lowest Cost Setting
- Participatory
- Predictive
- Primary Care Based
- Partnership Oriented
- Affordable
- Integrated
- Longstanding & Holistic
 - Social Determinants
 - Clinical
 - Mental Health
 - Prevention
 - Genomics
 - Social Interactions
- On Demand (24x7)
- Culturally Designed
- Technology & Data Driven
- Wearables
- Monitoring Devices
- Monitoring Remotely
- Telehealth Consultations
- Voice & Video Activated
- Predictive Analytics
- Artificial Intelligence
- Mobile Based
- Digital
- Alternative Therapies
- Longevity Inspired



THANK YOU!