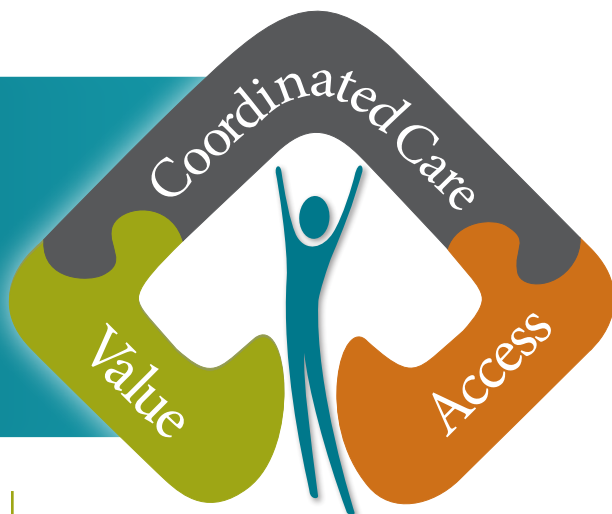


# LEAD THE WAY

Transforming America's Health



We envision a nation with an affordable health care system that leaves no one behind. To achieve this vision, we must continue working together toward a health care system that delivers high value and clinical excellence across the continuum of care.

Creating a health care system that connects patients, payment systems and providers across the continuum will require embracing models that deliver the highest quality, safest and most cost-effective care. Our policy suggestions include expanding patient access to health services, increasing coordination between providers and investing in our health care workforce. They also suggest rewarding value rather than volume, and offering incentives for the use of innovation and technology in creating efficiencies. We are confident these actions will improve the health of the system, overall, and the status of millions of Americans, individually.

We propose a model of coordinated care, high value, and affordable health coverage. It has preventive care at its core and empowers patients to play a greater role in their own health. By focusing on these priorities together, providers and policymakers can transform a fragmented health care system into one that works for everyone.

## THE TRINITY HEALTH EXPERIENCE

Trinity Health has been transforming its own care delivery system for more than a decade. Driven by a belief that everyone should have access to the highest quality care, we have contributed to public policy change and taken steps to transform our own system, allowing health care providers to focus on delivering the best possible care to their patients. Over the past 10 years we have:

- Improved patient care and reduced cost with a common Electronic Health Record (EHR) system
- Improved quality and reduced costs by practicing evidence-based care across the enterprise
- Established accountable health networks to align and integrate with physicians and coordinate patient care

In this work, we have identified nine essential elements across three critical categories. Your actions, including these elements in healthcare policy, will bring us together in transforming care.

### **1. Medicaid and State Children's Health Insurance Programs (SCHIP):**

Medicaid and SCHIP expansions must be coupled with efforts to ensure sustainability and increase provider participation. We recommend that policymakers:

- Prioritize the sustainability of state Medicaid programs to ensure continued financial stability
- Address low physician participation in Medicaid programs to ensure adequate supply of providers
- Implement robust enrollment mechanisms to ensure those eligible for coverage receive it
- Leverage community resources to encourage healthy behaviors

### **2. Insurance exchange**

Insurance exchanges must provide affordable coverage options to drive full participation. We recommend:

- Encouraging state-run exchanges that will be more adaptable to local needs
- Emphasizing primary care access and care coordination in benefit plans
- Promoting participation by all persons — no free riders

### **3. Insurance protections**

Insurance protections are necessary to guarantee access to those most in need. Enable this by:

- Empowering state insurance commissioners to enforce new insurance protections
- Driving affordability of health plans through tight minimum loss ratios

### **4. Workforce policy**

To ensure efficiency and quality, workforce policies must support expanded coverage and changing provider demands by:

- Addressing physician shortages with expanded graduate medical education opportunities
- Investing in a health Information Technology (IT) labor force that will meet growing demands
- Enabling nurse practitioners, physician assistants, and pharmacists to be more effective clinical decision-makers
- Ensuring regulatory and reimbursement policies allow caregiver roles to evolve with new technology and care models

## ACCESS AND COVERAGE FOR ALL

COORDINATED  
CARE

**5. Delivery System**

To provide safe, high-quality, comprehensive and coordinated care, the delivery system must:

- Use Patient-Centered Medical Homes to foster higher-quality primary care and coordinate specialty services
- Create incentives for delivery systems to promote home and community-based settings for long-term, patient-centered end-of-life and palliative care
- Develop policy and tools that allow and encourage more self-determination in palliative and end-of-life care

**6. Regulatory relief**

To ensure that providers can organize effectively to manage risk, coordinate patient care and be accountable for patient outcomes, regulations must:

- Facilitate provider collaboration and risk sharing by accommodating legal and regulatory frameworks
- Pre-exempt state laws and regulations that limit either scope of practice or the corporate practice of medicine

**7. Health information technology (HIT)**

HIT, the foundation on which new delivery and payment paradigms will succeed, must create efficiencies and improve safety. This can be accomplished if policymakers:

- Implement Meaningful Use requirements with sufficient lead time to afford providers flexibility and efficiency in their compliance
- Expand the Meaningful Use program to post-acute and long-term care facilities in support of care coordination
- Reward Electronic Health Record (EHR) system use for both creating efficiencies associated with patient care management and scheduling, and for enabling patients with personal responsibility for maintaining health records
- Promote information exchange by leveraging existing infrastructures and the expertise of early adopters
- Develop and enforce the use of national data standards for key elements used in EHRs

**8. Comparative Effectiveness Research (CER)**

Health care delivery must be redesigned based on CER findings and nationally driven quality initiatives. To accomplish this, leaders must:

- Identify the best processes for managing chronic conditions and patients with co-morbidities
- Award CER grants to community-based health systems and their physician partners, where most Americans receive care
- Align HIT and CER policies to improve quality through enhanced clinical informatics capabilities
- Bolster the telemedicine infrastructure to expand access, improve care outcomes and leverage high-cost resources
- Continue to fund Regional Extension Centers to aide small physician practices in connecting to health information exchanges

**9. Payment reform**

Payment reform must reward efficiencies that curb the growth in health care spending. The best way to accomplish this includes:

- Testing new payment and delivery models to determine which approaches improve quality and reduce spending
- Formulating sustainable solutions to address geographic payment disparities
- Assessing innovations that focus on rural populations and community based care
- Creating incentives to promote provider integration and accountability for outcomes
- Requiring transparency across the continuum of care

HIGH-VALUE  
CARE

## TRINITY HEALTH MISSION, CORE VALUES AND VISION

### Mission

We serve together in Trinity Health,  
in the spirit of the Gospel,  
to heal body, mind and spirit,  
to improve the health of our communities,  
and to steward the resources entrusted to us.

### Core Values

Respect  
Social Justice  
Compassion  
Care of the Poor and Underserved  
Excellence

### Vision

Inspired by our Catholic faith tradition, Trinity Health will be distinguished by an unrelenting focus on clinical and service outcomes as we seek to create excellence in the care experience. Trinity Health will become the most trusted health partner for life.