Agile Transformation:
Improving Performance in Complex Human Networks

Jose Azar, MD

Executive Vice President, Chief Quality Officer
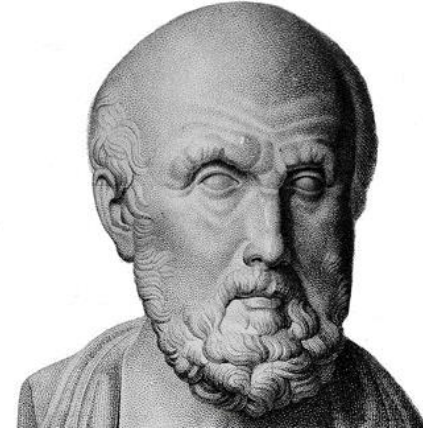**Hackensack Meridian Health, New Jersey**

Co-founder, IU Center for Health Innovation &
Implementation Science, Indiana

Co-founder, Blue Agilis, Indiana

Hippocrates: aprox. 400 BC

"Practice two things in your dealings:

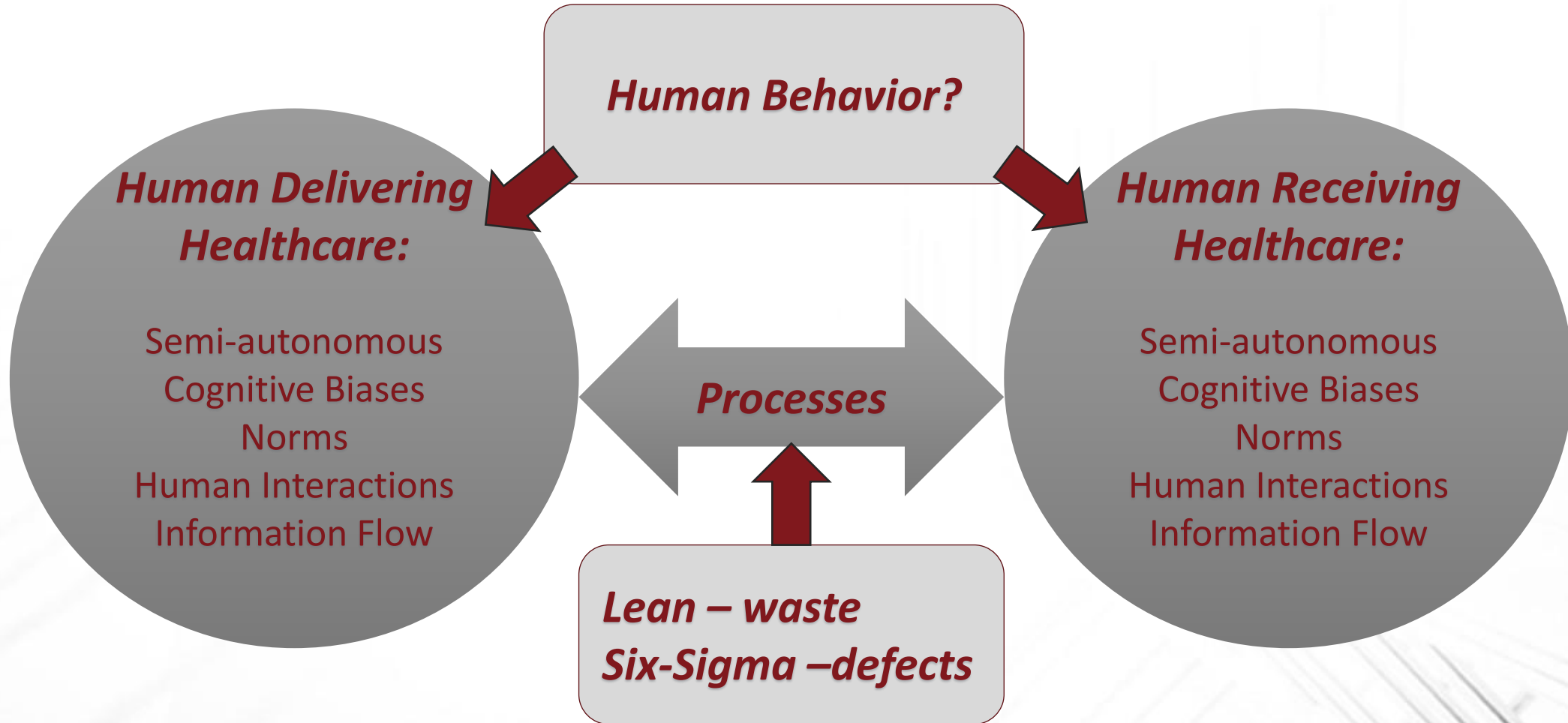**Either help or do not harm the patient**"

Dr. Semmelweis:

1840's-1850's reduced childbirth mortality from 15% to 1% with hand and instrument washing

Why?

Sources of Variation in Healthcare

Human Behavior?

Human Delivering Healthcare:

Semi-autonomous
Cognitive Biases
Norms
Human Interactions
Information Flow

Processes

Human Receiving Healthcare:

Semi-autonomous
Cognitive Biases
Norms
Human Interactions
Information Flow

**Lean – waste
Six-Sigma –defects**

Our Journey

GREAT LAKES PRACTICE TRANSFORMATION NETWORK (2015-2019)

- **33** Healthcare Partners
- **7** Universities
- **15,000+** Clinicians
- **62** on-site, on demand Quality Improvement Advisors

CHIIS
Center for Health Innovation & Implementation Science

Top performing network of 29 in CMS program

$1B in cost savings to CMS over 4 years

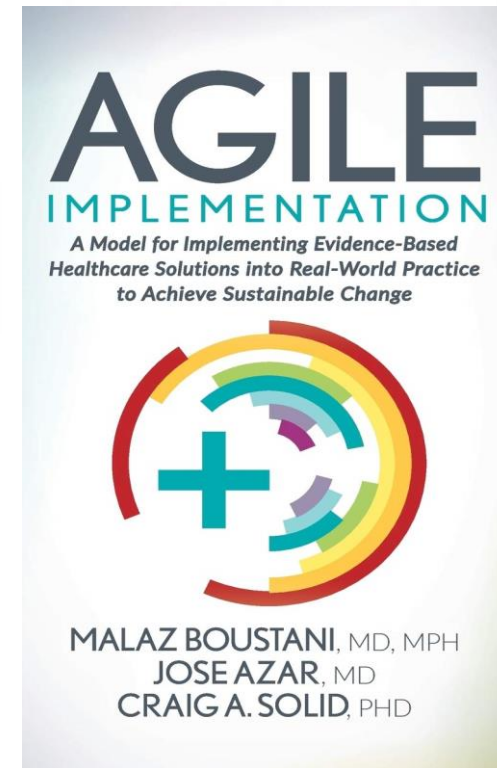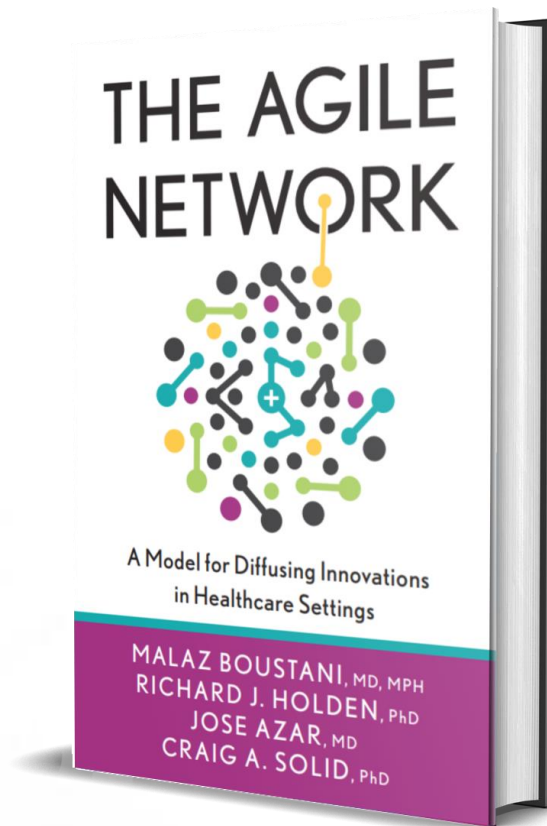Improvements of **10+ pts** in NPS

Over **70%** improvement in patient harm events

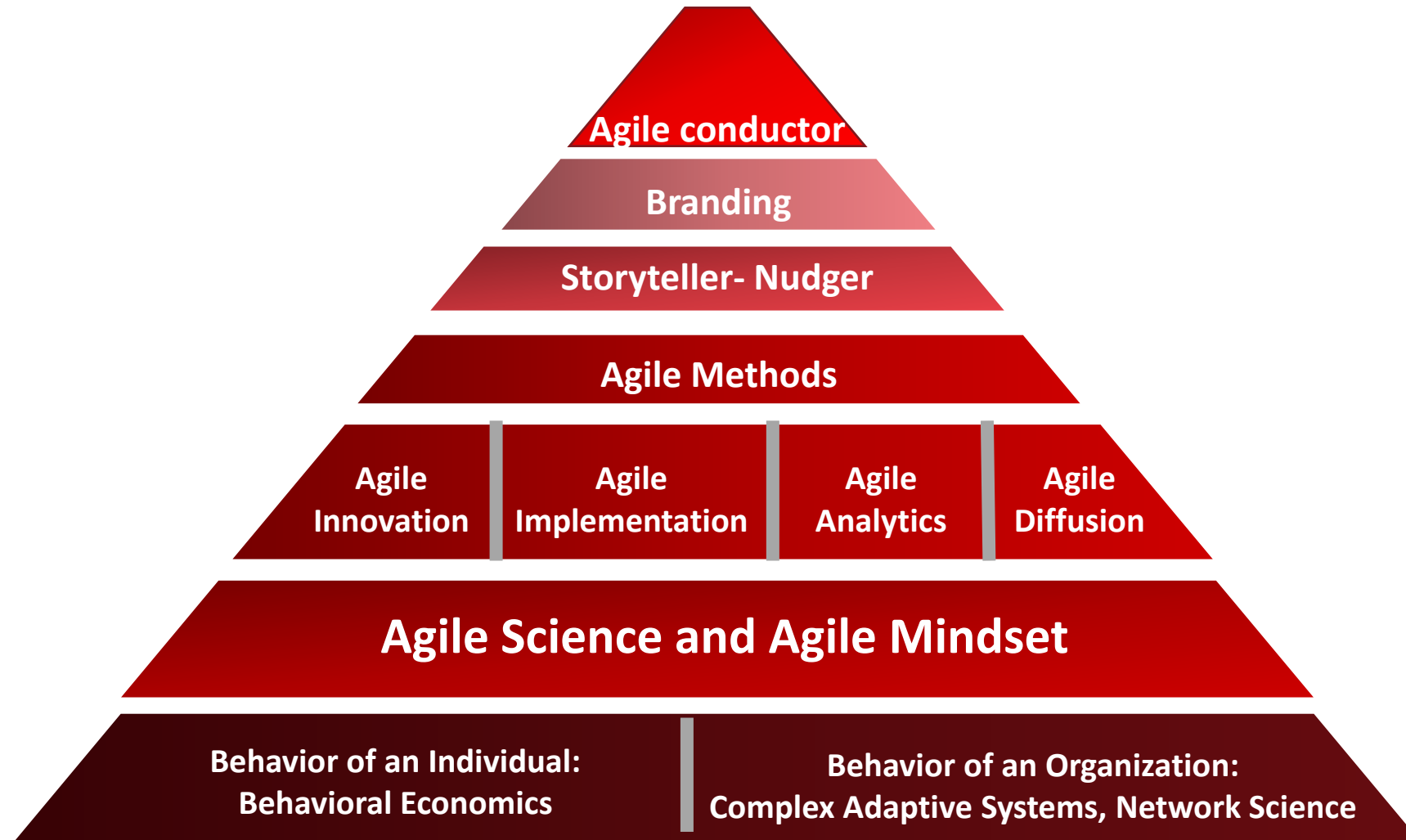**10 million+** lives impacted

What?

Agile Transformation

HOW?

Agile Transformation Building Blocks

Agile Transformation: Bottom Line

1. Engaging the Human
Emotional, Intellectual, Norms

2. Identifying Minimal Viable Solution
Evidence-Based, Evaluation/Termination Plan, Localization

3. Rapid Cycle Improvements
Sprints: Design, Implementation, Innovation

Agile Transformation: Engaging the Human

1. Minimally Viable STORY
The Story-Teller → Information Diffusion

2. Minimally Viable NUDGE
The Choice Engineer → Behaviors

3. Minimally Viable HIERARCHY
The Agile Conductor → Co-design and Co-production

Engaging the Human: Information Diffusion

1. The Message
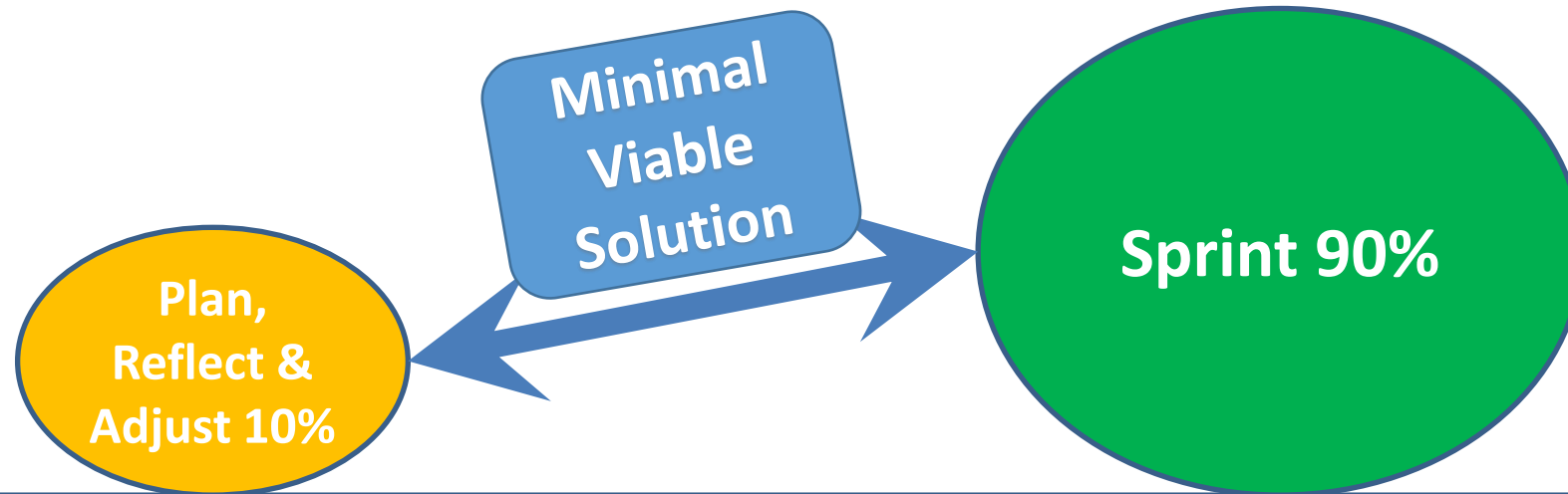0.01 x ROI
100 x Control

2. The Messenger
1 x ROI
1 x Control

3. Norms
100 x ROI
0.01 x Control

Scaling Agile Transformation: Digital Platform for Transformation in Complex

Provider Practice Patterns*
- Capability & capacity to transform
- Ability to use data-informed decisions
- Patient & caregiver engagement style
- Practice workflows
- Cost containment strategies

Provider and Staff Habits

Practice Environmental Sensors

Growth Journey to VBC

Data Aggregated by Practice (Synthesis)

Blue Agilis Platform

Insights

Actionable Data
(for provider support staff)

Influenceable Key Drivers for High Value Opportunity Areas

Smart Solution Match

Localized Practice-Based Interventions

Early Indication for Course Corrections

Proven Solutions Packaged for Scaling

Actions

Blue Agilis has the only validated tool to capture and assess provider practice patterns

Who Is This?

On a cold January day, a 43 year old man was sworn as chief executive of his country.

By his side stood his predecessor, a famous general who had commanded his nation's armed forces in a war that resulted in the defeat of Germany.

The young leader was raised in the Roman Catholic faith.

He spent the next several hours watching parades in his honor and stayed up celebrating till early morning.

Next frontier? The Human Receiving Healthcare

How do we effectively engage consumers of healthcare?

How do we co-design and co-produce healthcare?

How do Healthcare executives become more responsive to consumer demands?