



Transforming into an *Aging Ready*,  
*Consumer-Sensitive* Healthcare Organization

**AAHSA 2007 Future of Aging Services Conference**  
**March 21, 2007**  
Presented by Sandra Elliott  
Director, Consumer Technology and Service Development




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***Taking Care of New Jersey***

**4 Hospitals: 1200+ Beds**


- Jersey Shore University Medical Center
- Ocean Medical Center
- Riverview Medical Center
- K. Hovnanian Children's Hospital

**Partner Companies**

- Post Acute Care: 7 Facilities, 900 beds
- At Home Nursing, Hospice, & Rehab
- Ambulatory Care: 7 facilities
- Primary Care Network: 17 Physician Practices
- Ambulance/Medical Transport: 100+ Vehicles
- Occupational Health: 6 facilities

**Support Companies**

- Shore Care: Nurse Staffing Agency
- Group Purchasing Co-op
- Captive Insurance Company
- Affiliated Foundations




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**The Only Constant = Change**

1980's	1990's	2000's
<b>Managed Care</b>	<b>Provider Consolidation</b>	<b>Consumerism</b>
PCPs and Gate Keepers Provider Networks Prospective Payment & Capitation Supply Side controls - pre-authorization/certification Disease Management 101	Integrated Delivery Systems Physician Practice Management Provider Hospital Organizations (PHOs) Leveraged Contracting Disease Management 201	Choice of Plans & Benefits Network Rationalization Choice of Providers Cost Transparency Quality Transparency Shared Decision Making Health Promotion, Productivity & Disease Management 301
Technology Technology Technology Technology Technology Technology		




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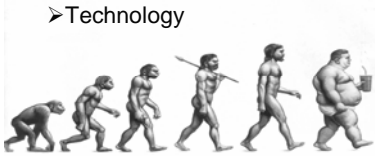
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## The Shape of Things to Come?

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**Forces not going away:**

- Demographic Shift
- Competition
- Technology



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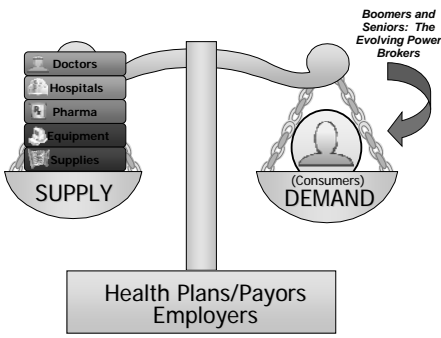
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## Traditional vs. New Market Approach

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## What about federal agencies?

**Health Impact Focus**  
Align CDC's staff, strategies, goals, investments, and performance to maximize impact on the population's health and safety.

**Customer-centricity**  
Market what people want and need to choose health.

**Public Health Research**  
Create and disseminate the knowledge and innovations people need to protect their health now and in the future.

**Leadership**  
Leverage CDC's unique expertise, partnerships, and networks to improve the health system.

**Global Health Impact**  
Extend CDC's knowledge and tools to promote health protection around the world.

**Accountability**  
Sustain people's trust and confidence by making the most efficient and effective use of their investments in CDC.



**Healthy People in Every Stage of Life**  
CDC's primary mission is to reduce health risks, at all stages of life, through the most efficient and effective means possible. [more](#)

**Healthy People in Healthy Places**  
CDC is working hard to ensure the places we live, work, and play have safe, healthy environments. [more](#)

**People Prepared for Emerging Health Threats**  
CDC's preparedness activities spanning the spectrum from mental health to environmental health will help in safeguarding lives and responding to threats. [more](#)

**Healthy People in a Healthy World**  
CDC spearheads efforts to improve global health through medical technology, international coalitions, government interventions, and basic behavior changes. [more](#)

<http://www.cdc.gov/osi/goals/workshopPartners.html>

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## How might consumerism translate tactically?

- **Engaging patients in key healthcare decisions**
  - Providing information to self-direct their care
- **Making medicine more transparent**
  - Providing information about quality and cost
- **Making medicine more holistic**
  - Providing for the emotional, spiritual, social and physical health of patients
- **Making medicine more customer service oriented**
  - Providing more options, convenience and comfort
- **Personalizing medicine**
  - Employing the latest molecular innovations



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## Technology and Medicine What does the future hold?

Meridian can play in this space!

Trend/ Characteristics	Molecularized <i>Predictive, Accurate, Individualized</i>	Digitized <i>Data-rich, Virtual, Collaborative</i>	Recentered <i>Comfortable, Self- Directed, Extended</i>	Unbounded <i>Remote, Retail, Convenient</i>
Underlying Technology	Beyond cellular, anatomical, tissue, intervention data	Wet to Digital transformation of discovery/delivery of care	Recentering around consumers and caregivers	Unbound from wires and walls
Impact	Molecularly-inspired insights enable more timely, safer diagnoses, treatment and calibration	Convergence of carbon with silicon enables the age of digital medicine & discovery	Tourism-inspired customer service enables new end-to-end patient experiences	Advances in materials, connectivity, etc. enable pervasive, mobile and disruptive care models
Example Innovations	<ul style="list-style-type: none"> <li>• Molecular diagnostics</li> <li>• Pharmacogenomics/proteomics</li> <li>• Molecular imaging</li> <li>• EBD</li> </ul>	<ul style="list-style-type: none"> <li>• Clinical decision support systems</li> <li>• Networked diagnostic devices</li> <li>• Electronic health records</li> </ul>	<ul style="list-style-type: none"> <li>• Admission Kiosks</li> <li>• E-Consults</li> <li>• Remote "parent" monitoring</li> <li>• Personal Health Records</li> </ul>	<ul style="list-style-type: none"> <li>• Super-market clinics</li> <li>• Wearable health monitors</li> <li>• RFID Tracking</li> <li>• Telehomecare</li> </ul>



Debate 2006

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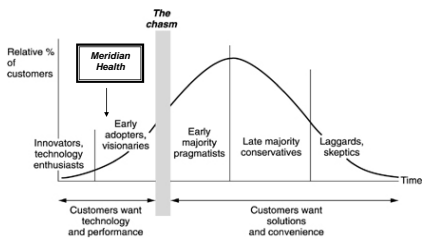
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## Our Vision



**Why?**

- Not Attractive Area for Competitors
- Establish footing in less regulated markets
- Eventually allows greater consumer access at a lower price point

**What?**

- Technologically Simple
- Doesn't require dramatic behavior change for consumer
- Targets solutions for Clinical, Environmental, Psychological, and Financial/Legal needs.

Source: Geoffrey Moore - Crossing the Chasm



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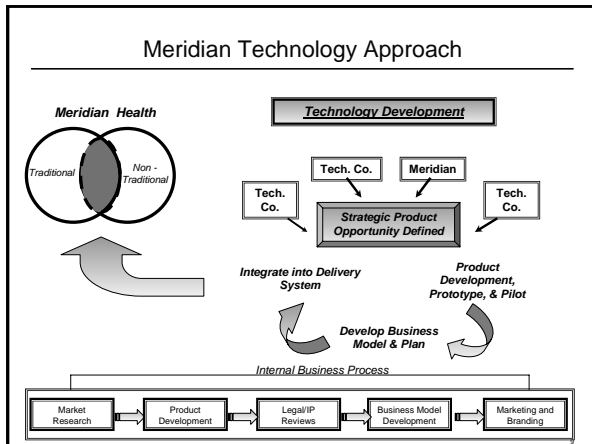
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### Board Retreat – “Deep Dive” Session

- Modern Healthcare Cover Story on Meridian
  - October 14, 2011

“Meridian Healthcare Sets the Gold Standard for Consumer-Sensitive Healthcare, Profiting from Innovation”

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### Instructions for the Board

- The Design Challenge is to build a “Roadmap” that explains the steps Meridian took to earn national praise on October 17, 2011 in a Modern Healthcare cover story.

Quotes from the article in Modern Healthcare

“Meridian recognized where they needed to make critical investments five years ago to gain early experience in emerging areas such as telehomecare, ambulatory and LTC.

Meridian offers a comprehensive set of alternate-site medical services, including sophisticated home monitoring to enable the elderly to age-in-place.

“Meridian stands out because rather than fear change, they embraced it...they acquired new capabilities, rewarded innovative ideas sourced from within and stopped practices that were consumer-unfriendly.

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
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## What We've Learned (Painfully!)

- ✓ The development of innovative approaches in the market place requires an iterative process.
- ✓ Flexibility and humility to change things as you move along are critical for success.
- ✓ Everything is always more complicated than first imagined.
- ✓ You realize you know less about your market than you think. 
- ✓ People resist change; people resist change; in case you missed it, people resist change---**Lesson:** *You have to commit yourself to the vision and be steady-fast in accomplishing the goal.*
- ✓ Engage those who will implement the new technologies and services early.
- ✓ Those who evaluate and implement technologies must own the idea; encourage different opinions, **but** stay the course.
- ✓ Stay focused, meet regularly, and plan for the unexpected.
- ✓ Implementation should only occur when goals and objectives for implementation and outcomes are clear.



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