

Learning Objectives:

- Understand the strategic position, mission, and scope of the University of Mississippi Medical Center
- Introduce the concept of Disruptive Innovation and technology
- Describe how the University of Mississippi Medical Center is addressing the threats and opportunities of disruptive innovation in healthcare
- Introduce 100 Day Workouts as a methodology that aids in creating a more nimble and effective organization



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Innovation and Culture Change in Healthcare

Kevin Cook
CEO University of Mississippi Medical Center Health System



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UMMC Overview

- Established in 1955
- Mississippi's Only Academic Medical Center
- **Threefold Mission:**
 - Education
 - Research
 - Clinical
- **Clinical**
 - University Hospital & Health System
 - 722 Beds
 - 700+ Practicing Providers
 - Over 125 Specialties
 - 32,000 inpatient admissions annually
 - 500,000+ outpatient & emergency department visits annually
 - Level I Trauma Center
 - Transplant Center
 - Children's Healthcare of Mississippi
 - University Hospital- Grenada
 - Holmes County Hospital

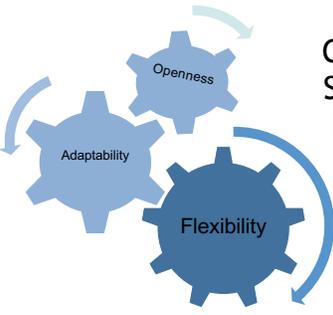



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UMMC's Current Network

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Culture and Systems for Innovation




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New Skill Sets for Senior Leaders




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Encyclopedia Britannica

- Founded 1768
- 1990 sales of \$650 Million
- The Rise of the CD-ROM
- Sales peaked in 1990 at 120,000
- By 1994, 55,000 were sold
- In 1996, company was sold at a Bankruptcy price



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amazon

CVS pharmacy

St. Dominic's

STRONGER TOGETHER

| | | | |
|---------------|-----------------|----------------|--------------------|
| 4.5 hospitals | 57500 employees | 2100 locations | 1000 sites of care |
|---------------|-----------------|----------------|--------------------|



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Because  Happens



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Disruption

- You can be making rational decisions in the context of old models, and miss the sea change around you.
- Profitability may be maintained even as the foundations of that profitability are eaten away.
- The disruptive innovation may be of poorer quality, and lesser cost.... All that matters is consumers find it appealing.

The Disruption Machine, The New Yorker, June 23, 2014



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How has UMMC responded?

- Solid Operational Foundation
- The Improvement of Quality as defined by publicly reported metrics
- A statewide strategy for Pediatrics
- Solve the Metro Jackson Market first for Adult Services
- Drive innovation as a Core Competency



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Innovation as a Core Competency

- Incremental improvement should be part of the organization's operational DNA.
- Senior Leaders should expect innovation from all levels of management.
- Get Comfortable with being Uncomfortable



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100 Day Workouts

- A method for driving innovation at the unit level.
- Embeds Rapid Cycle Testing into the organization.
- Increases speed of execution and tempo throughout the organization.
- Forces middle management to "up their game".
- Is flexible and can be used to increase the focus on already existing goals.



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100 Day Workout: Highly structured organization change model

100 - Day Workout Cycle



25% Planning : 75% Execution



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Accountable Change Model Characteristics

- **Goal-setting & use of data for speed of action**
 - Initiative metric direct linkage to someone's cost center
 - Narrow scope to be achievable in 100 days
 - Activity/ "# of changes" metric (e.g. 2 changes per manager/month)
- **Accountability Structure**
 - Kick-off: ¼-day each trimester
 - Monthly accountability check-ins: 2-3 hours
 - Managers organized into collaborative groups vs siloes
 - Real-time implementation tracking (EXCEerator)
 - Apply to both physician-driven & manager-driven
 - Designed to have fun



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Accountable Change Model Characteristics (cont'd)

- **Cultural Evolution**
 - Making change the safer alternative vs safer to protect the status quo
 - Speed to implementation vs analysis, analysis, analysis
 - Manger training focusing on how to drive change/reduce barriers to change
 - Senior leader behaviors build manager confidence
 - Senior leader behaviors "make heroes" of change agents & consequences for low performers
 - Lean/Six Sigma Black Belts/ Quality Professionals emphasis shift from "more analysis" mindset to "managing resistance to change" mindset
 - Attack Bureaucracy Vigorously



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