“Developing the Workforce to Provide Health Care for an Expanding Population of Insured Texans”

Baylor’s Durable Competitive Advantage

“Escaping from Old Ideas”

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Baylor’s Durable Competitive Advantage

In our hospitals: To maintain our highest quality rating, we believe we must:

• Bolster those specialties impacted by an aging patient base.
• Foster an interdisciplinary approach and examination of physician roles.
• Continue to re-engineer our service lines by patient chronic condition.
• Continue to advance our research and learning in transitional care.
• Position our EDs to be effective “site-of-service” co-managers.
• Subsidize specialist compensation when reimbursement is too little.
• Foster an inclusive effort to become LEAN in all we do.

In our communities: To be proactive in the upstream fight for health, we believe we must:

• Allocate our resources to the “hotspots” (the 5% driving 50% of costs).
• Maximize the panel size of our PCPs through PCMH certification.
• Meet specific care needs in the home, the workplace and neighborhood.
Baylor’s Durable Competitive Advantage: Baylor Quality Health Care Alliance (Our ACO)

Stacking Population Health Tactics

9. BQHCA Board: Governance/Extending Mission & Values/Standards
8. Local BQHCA Advisory Panels and Bundled Practice Management Teams
6. Plan Mgmt: Private Label/ Benefit Design/Actuarial Analysis/Rewards/Mktng
5. PRM - Active Patient Tracking System: Access–Transition–Recall (Beryl JV)
4. Patient Segmentation & Compliance: Exception Episode Mgmt./Thrive
3. PCMH Collaborative: Capacity Mgmt/HealthTexas PCP & Panel Growth
2. Neighborhood Tactics: DHWI Diabetes Ctr./Community & Sr. Health Clinics
1. Precision Medicine: Customized Health Profiles for EACH Population Member
Baylor’s Durable Competitive Advantage

Borrowing from LEAN consumption principles*, we aspire to:

- Solve our patient’s problems completely by ensuring that all services work, and work together;
- Provide exactly what the patient wants;
- Exactly where and when it’s wanted; and,
- Reduce the number of problems our patients need to solve.

Baylor Health Care System’s challenge: Never ask our patients and the communities we serve to choose between access and quality.

- Who will do the work?
- Who will do the work most effectively and efficiently?
- Focus must be on the patient & community…nothing else is sacred.