



International

Innovation and Digital Transformation in Healthcare:

The Steward Health Care Experience

UNWTO for the Middle East, 46th Meeting

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Executive Chairman and CEO**

Steward Health Care

July, 2020

INTERNATIONAL LEADER IN HEALTHCARE

U.S. HEALTH CARE NETWORK EXPANDING TO THE INTERNATIONAL MARKET



42,000
EMPLOYEES



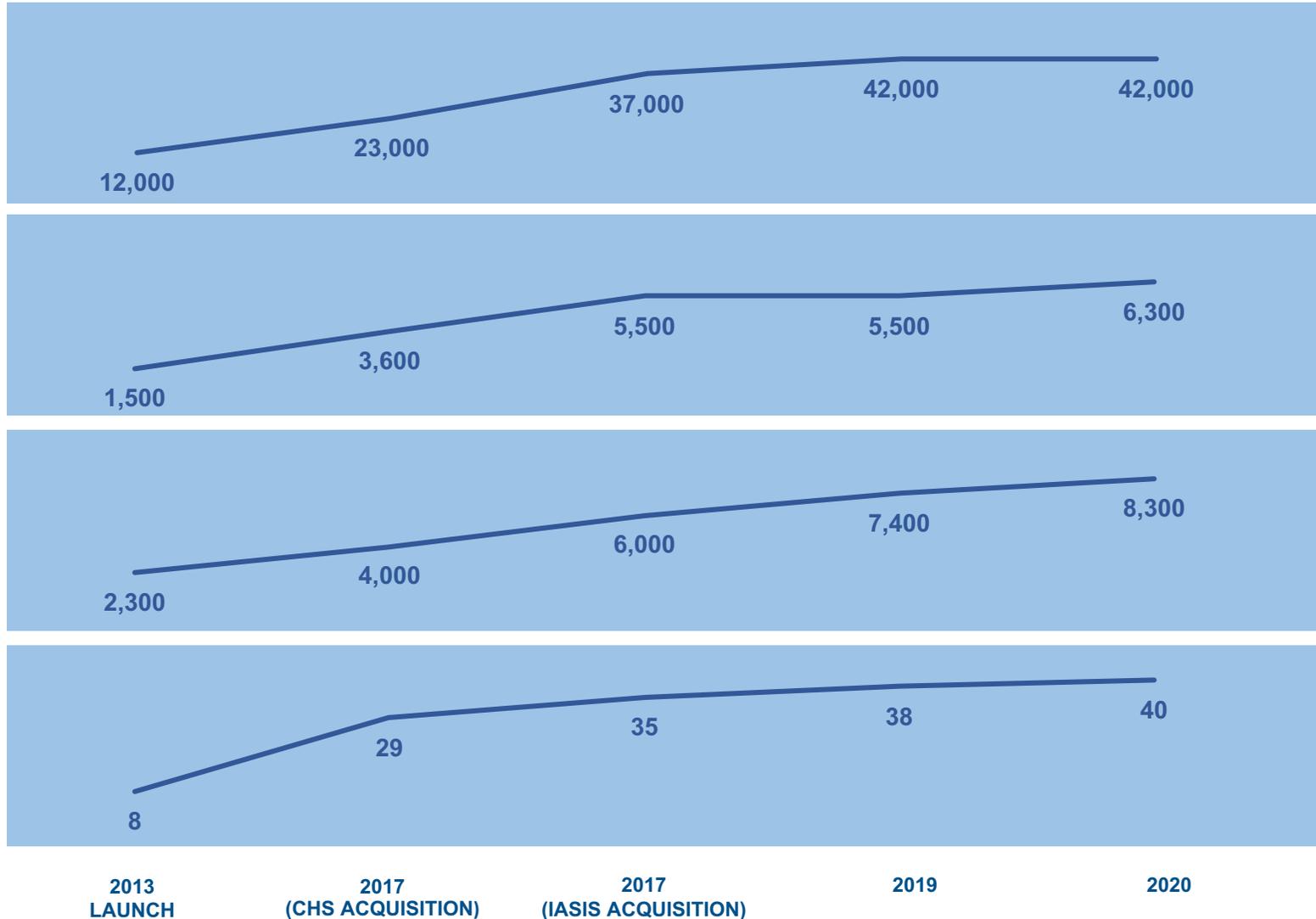
6,300
PHYSICIANS



8,300
BEDS



40
HOSPITALS



2.2
MILLION
PATIENTS
CARED FOR
ANNUALLY



18
MILLION
PATIENT
ENCOUNTERS
EACH YEAR

OUR MODEL

DATA GUIDING ALL ASPECTS OF THE SYSTEM OF CARE

- Patient centric and data driven.
- Part of every community we serve, we aim to provide the right care, in the right setting, at the right time.
- An integrated health care provider that looks to provide continuity of care at every level.



OUR MODEL: DATA DRIVEN AND INTEGRATED VERTICALLY AND HORIZONTALLY COORDINATED CARE

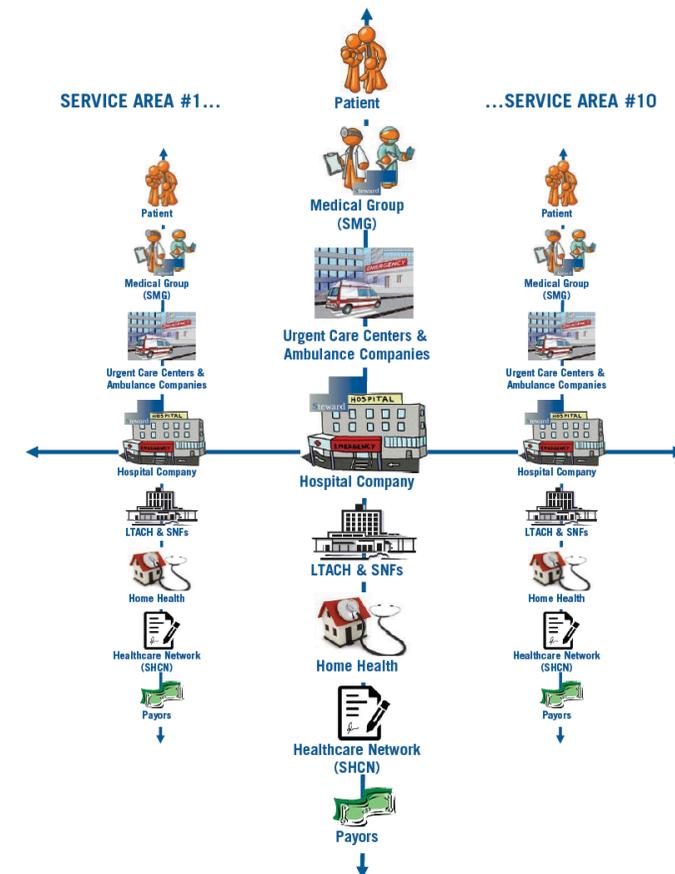
Steward's integrated model has been purposely constructed through acquisitions, partnerships, and affiliations to create a seamless experience for patients and providers and to optimize the use of resources.

OPERATIONAL BENEFITS

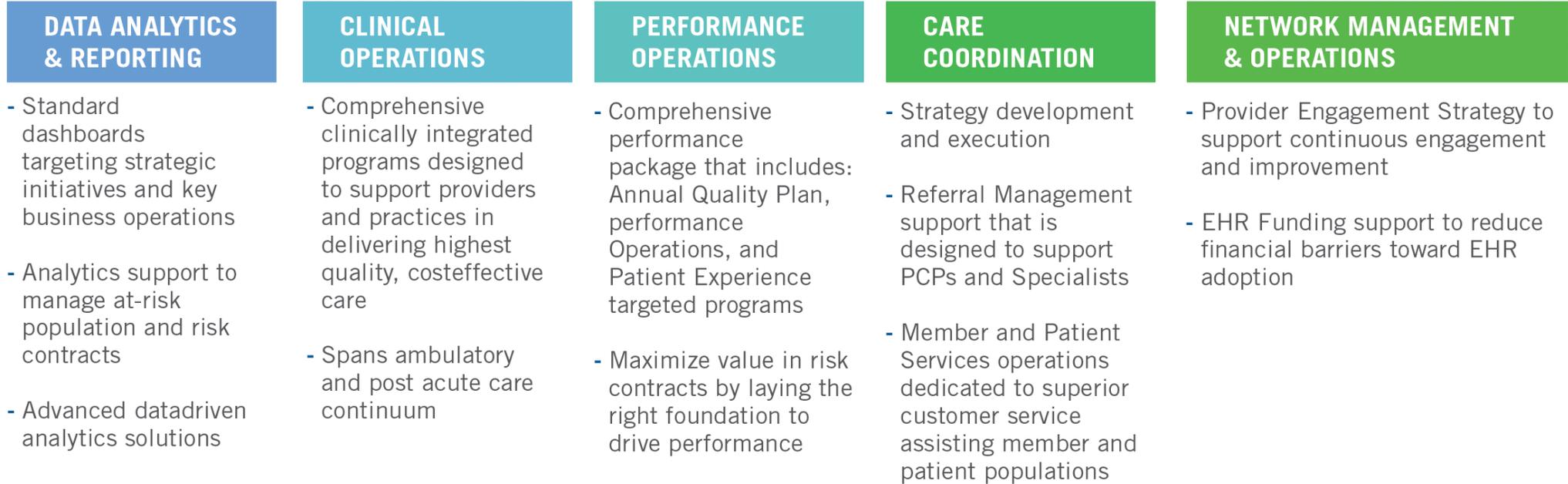
- **Vertical integration** reduces duplication and waste.
- **Horizontal integration** provides multiple entry points across a broader geography, increasing efficiency through scale and improved procurement.

CLINICAL BENEFITS

- **Vertical integration** improves coordination of care delivery between settings, resulting in better patient experiences and outcomes, higher quality of care, and local care delivery.
- **Horizontal integration** expands access points across a broader geography, resulting in improved convenience and affordability for patients and businesses in local communities, increased scale for development of clinical best practices, and regionalized tertiary and quaternary services to improve in-network access to highly coordinated specialty care.

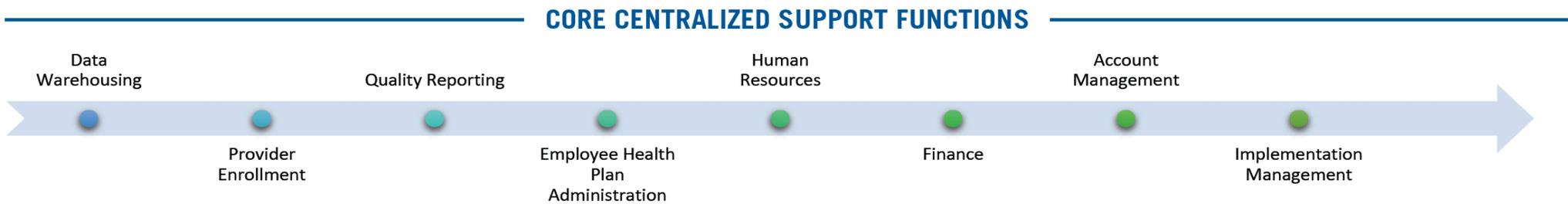


MANAGING THE CARE OF POPULATIONS



NETWORK DEVELOPMENT

- Support in managing all aspects of developing and standing-up valuebased networks including payer & provider contracting strategy, physician recruitment, and governance design



INNOVATION

PROPRIETARY PRODUCTS DRIVING RESULTS

PROCESSES AND TOOLS TO IMPROVE VALUE

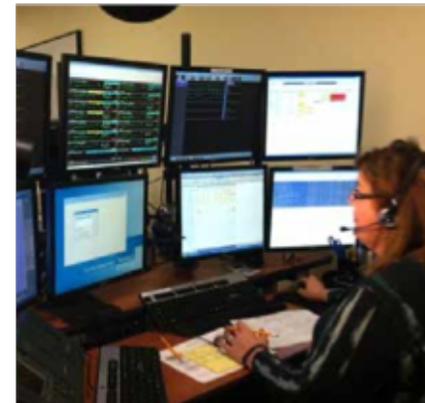
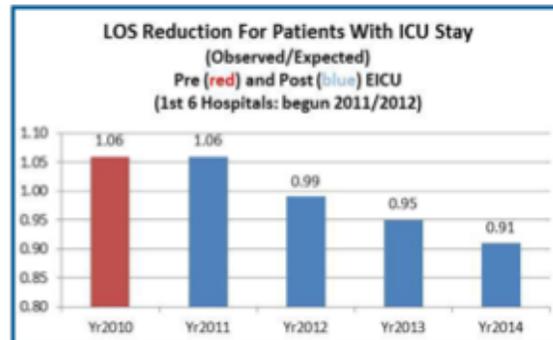
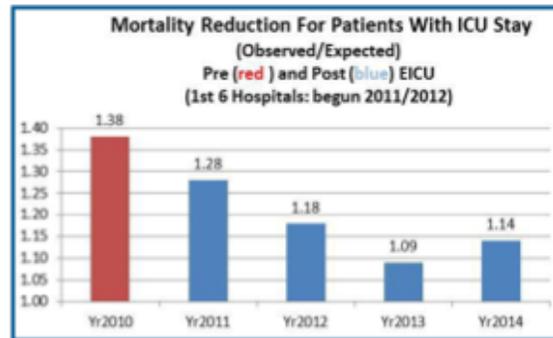
Steward has invested in the development of tools, that are easily scalable, to improve efficiency focusing on quality of care:

- **Co-Morbidity Assessment Rules Engine (CARE)** –Codes and cross functional set of rules that suggests to physician in real time potential diagnoses related to diagnostic results
 - Improving the timeliness, safety and quality of care
 - Assists other physicians throughout the continuum of care for the patient –transitions of CARE
 - Ensures that the Diagnostic Related Group (DRG) is appropriate, driving more accurate and efficient billing with a direct impact on revenue
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- **Length of Stay (LOS)** –Provides a comprehensive hospital operating tool to predict and then proactively manage in real-time patient length of stay from the moment the patient is admitted through to their discharge
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- **Predictive Labor Management (PLM)** –Provides a comprehensive hospital operating tool to predict and then proactively manage in real-time workforce labor
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TELEHEALTH STEWARD'S E-ICU

ELECTRONIC TOOLS TO IMPROVE CARE AND QUALITY

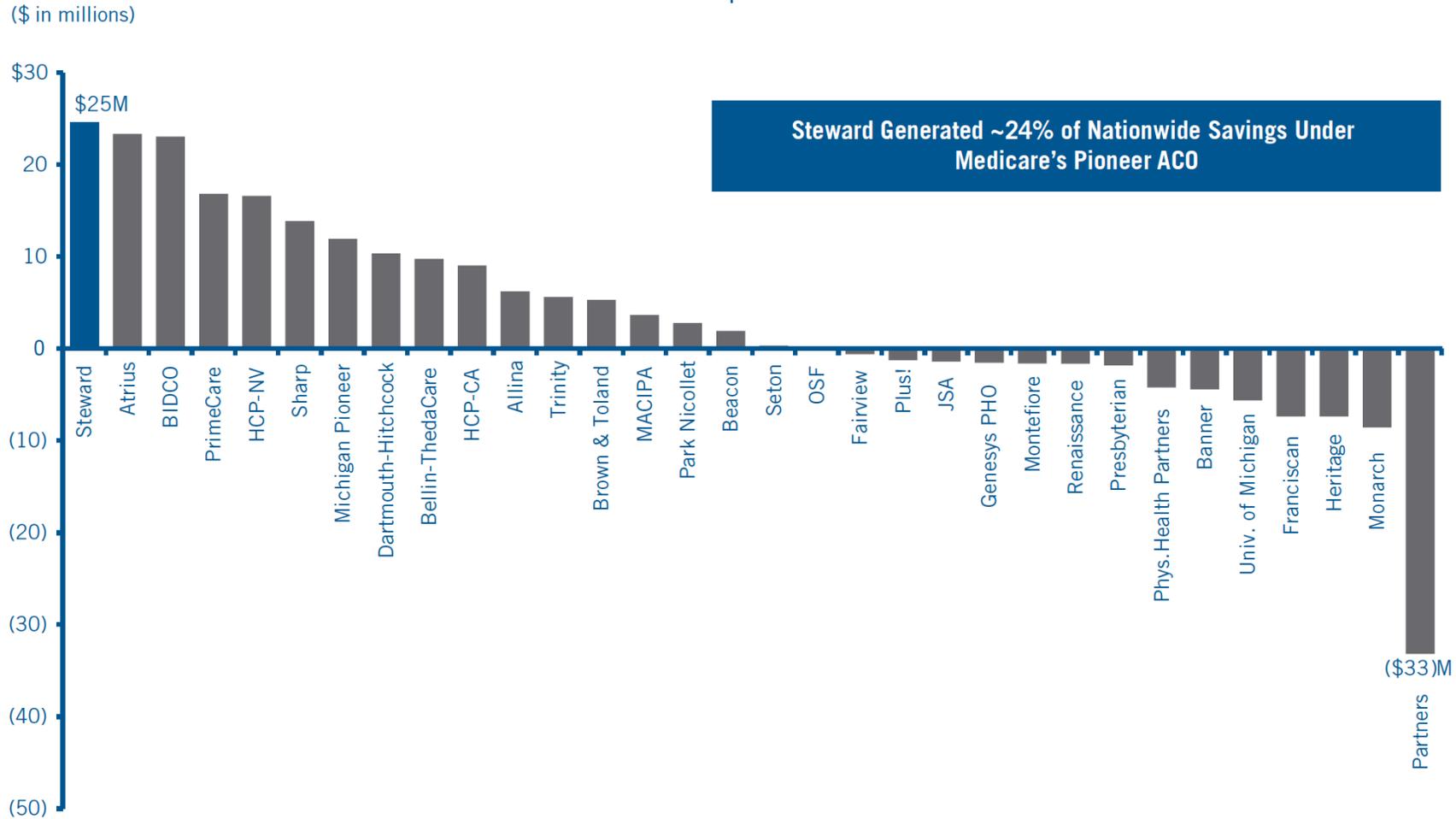
- 50% of all hospital deaths are related to patients treated in the ICU and 20% of all hospital days and 33% of all hospitals costs are accounted for in the ICU
- Since the implementation of eICU we have experienced a **17% reduction in mortality** and **14% reduction in LOS**



RESULTS

SUCCESS AS AN ACCOUNTABLE CARE ORGANIZATION

Total Savings by Pioneer ACO
Year 2 – \$105 million



RESULTS

IMPROVED QUALITY



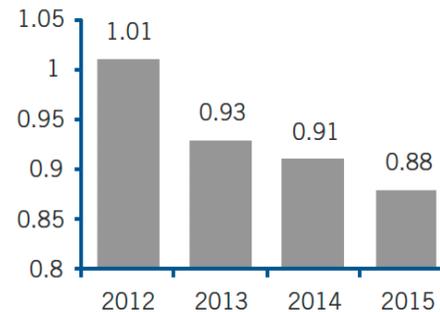
- A (8/8) Carney Hospital*
- A (8/8) Good Samaritan Medical Center*
- A (8/8) Holy Family Hospital
- A (7/8) Morton Hospital*
- A (6/7) Nashoba Valley Hospital*
- A (6/8) Norwood*
- A (8/8) Saint Anne's Hospital*
- A (8/8) St. Elizabeth's Medical Center*

A= top 31% nationally

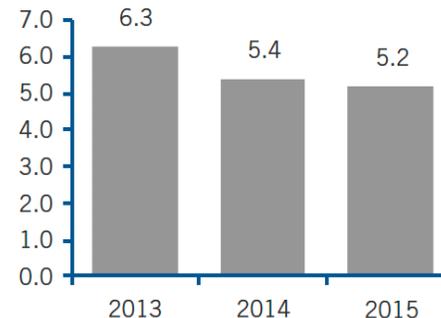
* = received Annual Leapfrog Top Hospital (top 6% nationally) within last 6 years

QUALITY – LOWER METRIC IS BETTER

Mortality Index: Observed vs. Expected

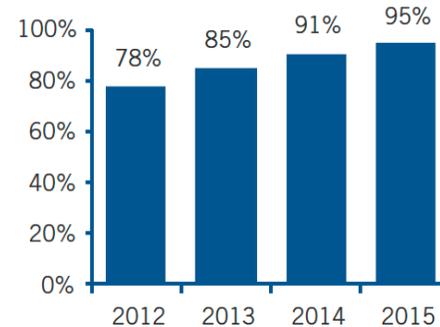


Hospital Acquired C-Diff: Infections Per 10,000pt Days

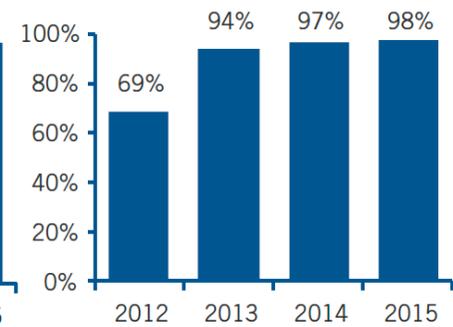


QUALITY – HIGHER METRIC IS BETTER

Preventative Care: DVT/VTE Prophylaxis



Overall Stroke Care



Quality Measure	Score
Harm Free Care	99.0%
Overall Stroke Care	98.0%
Behavioral Health Care	90.0%
Alcohol Screening (BH Pts)	98.0%
Tobacco Screening	99.6%
VTE Prophylaxis	95.4%

STEWARD HEALTH CARE INTERNATIONAL: VISION

PARTNER WITH NATIONAL GOVERNMENTS TO DELIVER HEALTHCARE TRANSFORMATION

OUR VISION

RIGHT CARE, RIGHT PLACE, RIGHT TIME

- Focus on value generation to decrease demographic challenges
- Consumer-centric healthcare including telehealth
- Migration of care from hospitals to the community

SUSTAINABLE PARTNERSHIPS

- PPP model leveraging expertise of both partners
- Culturally appropriate solutions
- Develop PPP solutions suited to local needs
- Fully understand the populations' health needs and design a tailor-made plan to deliver care.

DATA DRIVEN

- Leverage proprietary IT tools
- Adapt innovation for local needs in a nimble fashion
- Bring best-in-class technical, personnel and operational solutions

THANK YOU
for your time.

For Information on Steward:
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