

# OUTSIDE LINES

## FROM ZERO TO 100 IN JUST 5 YEARS

### The Zero:

We are at a 5-year mark. On March 23, 2010, the Affordable Care Act (ACA) was signed into law, and the ObamaCare curve began.

We are at a 50-year mark. On July 30, 1965, President Lyndon B. Johnson signed Medicare into law.

Today, more than ever before, we are at a monumental moment of divergence. From volume to value, traditional to non-traditional, retiring leaders to new leaders.

### The One Hundred:

This past week, *Health Affairs* published an article entitled [“When Health Care Transformation Fails”](#) that offered a perspective on the “winners and losers” in this dramatic world of change. The story featured the successes of well-known Intermountain, Group Health, HealthPartners, Geisinger, and others. A surprising twist in the article, though, was the author’s statements that “too many health systems are busy scaling the processes of those successful systems



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when they should be scaling their cultures and principles ... these organizations have always had 'different' cultures ... cultures going back to their founding decades to a century ago." The author writes that this era of transformation is not like moving from the 2014 Camry to the 2015; rather, it's a much more massive shift that is more like moving from the 2014 Camry straight to self-driving electric cars. Given this, he said, "It is absurd to think that this degree of transformation could be about anything other than principles."

I was thinking about this in light of a recent conversation with a colleague and partner. He is a healthcare industry "outsider" who is now working inside health systems nationwide to design and develop major new digital health strategies and platforms. He made an astute observation that I think is important: "Too many health systems are layering on major new technologies, platforms, and other systems without the gear and the people who know how to make them work to improve the patient experience ... it's like giving the keys to your brand new Maserati to your 16-year-old."

As you re-gear for "Zero to 100" adjustments this year and forward, let's spur on the kind of change that comes out of a culture of people doing what matters most. Let's drive forward – fast and furious – but with the heart and soul of your core philosophy – your deep and wise "reasons for doing this" – as the engine of your vision and the fuel for your people.

Always looking ahead,

A handwritten signature in black ink that reads "Kim King". The signature is stylized and cursive.

Kim Athmann King, MBA, FACHE

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## NEWS ALERT! WHAT'S HAPPENED THIS WEEK

A new Kaiser + Target partnership, including 4 locations in Southern California, [was announced](#) on April 30 and is being described as “a new sign of the times,” meaning the consumer-driven times we’re in. It is not unique that a health system would partner with a retail clinic chain. In fact, Sharp HealthCare, in the same San Diego market as Kaiser, formed a relationship with CVS MinuteClinic in 2013. What’s different is that the Kaiser Permanente Target clinics are co-branded. Clinic signs inform patients they are entering a Target clinic with care staffed entirely with Kaiser nurses and nurse practitioners, overseen by Kaiser doctors. Potentially most groundbreaking is that, for the first time, Kaiser and its Permanente Medical Group will treat people covered by rival health plans in these clinics.

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## WHO WE'RE WATCHING

One of the innovators in our ZIGZAG library is Teladoc. While most people in healthcare have known about Teladoc for some time, we have been watching this and other virtual care companies – Doctor on Demand, Zipnosis, and others – for a few years. Recognized by *Fast Company* in 2013 as “one of the world’s most innovative companies,” Teladoc has surpassed 11 million members (with about a quarter based in its home state of Texas), provided 300,000 telehealth visits in 2014, doubled its revenues in each of the past two years, and was the first and only telehealth provider to receive certification from the National Committee for Quality Assurance (NCQA). It is now also the first to test the public markets. On April 29, [the company announced](#) that it filed for an initial public offering. This comes on the heels of a Texas Medical Board ruling that would put restrictions on the practice of telehealth. It will be interesting to watch how this plays out.

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## WHAT'S TRENDING

Talking about traditional to non-traditional partners, I read a PWC report this past week that featured the 5 trends to watch as the ACA turns 5. Trend #3 is New Entrants, and the report said that more than 90 new innovator companies in the new health economy have been created since 2010. We have been tracking many of them as part of our new ZIGZAG Healthcare project, including dozens of ready-to-use innovation summary packets. We plan to launch the online library in early June and are now adding health system members to the project. Let us know if you want to join us.

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