Choices for the ‘New Normal’
2 June 2020
WebEx Quick Reference

- Please use chat to “All Participants” for questions
- For technology issues only, please chat to “Host”
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- Dial-in Info: Communicate / Join Teleconference (in menu)
- All lines will be muted during the presentations, please chat in questions and comments to All Participants
Where to find resources from this call series?

Visit the IHI Europe Team webpage at http://www.ihi.org/regions/Europe

Then click on ‘Resources’ listed in the left sidebar.
Thank you for all that you do everyday!
Thanks to Year 4 HIAE Members and partners in Europe

http://www.ihi.org/Engage/collaboratives/Health-Improvement-Alliance-Europe/Pages/default.aspx
Institute for Healthcare Improvement

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Far higher numbers of people from black Caribbean backgrounds have died from Covid-19 per 100,000 people than other ethnic groups

Registered hospital deaths from Covid-19 per 100,000 in England

<table>
<thead>
<tr>
<th>Ethnic background</th>
<th>Deaths per 100,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black Caribbean background</td>
<td>80</td>
</tr>
<tr>
<td>Other black background</td>
<td>78</td>
</tr>
<tr>
<td>Indian background</td>
<td>53</td>
</tr>
<tr>
<td>White Irish background</td>
<td>31</td>
</tr>
<tr>
<td>Other Asian background</td>
<td>30</td>
</tr>
<tr>
<td>Pakistani background</td>
<td>30</td>
</tr>
<tr>
<td>Black African background</td>
<td>30</td>
</tr>
<tr>
<td>White British background</td>
<td>27</td>
</tr>
<tr>
<td>Bangladeshi background</td>
<td>23</td>
</tr>
<tr>
<td>Other white background</td>
<td>22</td>
</tr>
<tr>
<td>Chinese background</td>
<td>15</td>
</tr>
<tr>
<td>Mixed ethnicity</td>
<td>10</td>
</tr>
</tbody>
</table>

Guardian graphic | Source: IFS. Note: In 9% of cases, an ethnic group could not be identified - these are excluded. The ‘other white’ population includes the Gypsy and Irish Traveller group, and ‘other ethnic group’ includes the Arab group.

Far higher numbers of people from black Caribbean backgrounds have died from Covid-19 per 100,000 people than other ethnic groups.

Shaping the New Normal

- Preparedness
- Staff well-being
- Evidence base, science
- Inequities

Rapid testing and learning
- Fast Forward on virtual
- Integration of health and care
Emerging from COVID-19: The Health Care System on the Other Side of the Curve

Donald M. Berwick, MD
President Emeritus and Senior Fellow
Institute for Healthcare Improvement
The severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) has only 15 genes, compared with 30,000 in the human genome. But it is a stern teacher, indeed. Answers to the questions it has raised may reshape both health care and society as a whole.

No one can say with certainty what the consequences of this pandemic will be in 6 months, let alone 6 years or 60. Some “new normal” may emerge, in which novel systems and assumptions will replace many others long taken for granted. But at this early stage, it is more honest to frame the new, post-COVID-19 normal not as predictions, but as a series of choices. Specifically, the pandemic nominates at least 6 properties of care for durable change: tempo, standards, working conditions, proximity, preparedness, and equity.
Choices for “The New Normal”

- Speed of Learning and Change
- Standardization and Commitment to Science
- Virtual Care and Reconsidering “Proximity”
- Protecting the Workforce
- Preparedness
- Inequity
Speed of Learning and Change

- “17 Years” from bench to bedside
- How to maintain new pace, but with responsible attention to learning and evidence?
Standardization and Commitment to Science

- What degree of unwarranted variation is defended?
- How to bring science to its proper place in decision-making?
Virtual Care and Reconsidering “Proximity”

- Overuse of ineffective care is widespread.
- “If telehealth booms, then so much of what we have accepted as being part of healthcare may be called into question: everything from the waiting room to the large, centralized hospital to the nuts-and-bolts of how patients are cared for.”

SEIU: Looking Ahead: Impacts of COVID-19 on healthcare
Theoretical Waste Categories

1. Overtreatment
2. Failures to Coordinate Care
3. Failures in Care Delivery
4. Excess Administrative Costs
5. Excessive Health Care Prices
6. Fraud and Abuse
## Waste Category Annual Dollar Estimates

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost to US Healthcare (2011 $B)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overtreatment</td>
<td>$158 to $226</td>
</tr>
<tr>
<td>Failures to Coordinate Care</td>
<td>$25 to $45</td>
</tr>
<tr>
<td>Failures in Care Delivery</td>
<td>$102 to $154</td>
</tr>
<tr>
<td>Excess Administrative Costs</td>
<td>$107 to $389</td>
</tr>
<tr>
<td>Excessive Health Care Prices</td>
<td>$84 to $178</td>
</tr>
<tr>
<td>Fraud and Abuse</td>
<td>$82 to $272</td>
</tr>
<tr>
<td><strong>2011 Total Waste</strong></td>
<td><strong>$558 to $1263</strong></td>
</tr>
<tr>
<td><strong>% of Total Spending</strong></td>
<td><strong>21% to 47% (MED = 34%)</strong></td>
</tr>
</tbody>
</table>
Protecting the Workforce

• Stunning degree of workforce exposure to hazards in the COVID-19 pandemic.
• The lower the pay grade, the worse the exposure.
Massachusetts High Technology Council: COVID-19 Back to Work Planning Briefing

MA Unemployment approaching 2x+ ’09 levels

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>’09 Peak</td>
<td>5.7%</td>
<td>2.3%</td>
<td>2.1%</td>
<td>2.1%</td>
<td>2.3%</td>
<td>5.2%</td>
<td>8.7%</td>
<td>10.1%</td>
</tr>
</tbody>
</table>

MA Job Vulnerability by Income Band

- 60-90K: Jobs at risk 41%, Jobs not at risk 59%
- 120-140K: Jobs at risk 18%, Jobs not at risk 82%
- 150-170K: Jobs at risk 2%, Jobs not at risk 98%

“Mitigation efforts are having a significant impact on the economy, and impact is most severe in low income workers.”
“More than 800,000 healthcare workers and almost 1.1 million of their children live in poverty across the US, according to a 2019 study published in the American Journal of Public Health. The researchers found that roughly 18.5 million people are employed in the US health industry. And nearly 10% of them — 1.7 million — earn so little that they get healthcare through Medicaid. Another 1.4 million have no health insurance at all.”
Preparedness

- We were caught sleeping. Despite repeated warnings.
We Have Known It for Over a Decade

Viewpoint
February 6, 2020

Enhancing Private Sector Health System Preparedness for 21st-Century Health Threats
Foundational Principles From a National Academies Initiative

Donald M. Berwick, MD¹; Kenneth Shine, MD²

“...the US health care system is wholly unprepared for a wide range of 21st-century health threats. It lacks the will, coordinative mechanisms, habits of cooperation, governance agreements, and shared resource investments essential to preparedness.”

Coronavirus deaths and race

COVID-19 is disproportionately killing Black Americans, according to data released by several states.

<table>
<thead>
<tr>
<th>State</th>
<th>Deaths per 100,000</th>
<th>Total deaths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Louisiana</td>
<td>5.8</td>
<td>407</td>
</tr>
<tr>
<td>Michigan</td>
<td>2.6</td>
<td>298</td>
</tr>
<tr>
<td>Illinois</td>
<td>1.3</td>
<td>129</td>
</tr>
<tr>
<td>North Carolina</td>
<td>0.6</td>
<td>13</td>
</tr>
</tbody>
</table>

The latest overall COVID-19 mortality rate for Black Americans is 2.4 times as high as the rate for Whites and 2.2 times as high as the rate for Asians and Latinos.

If they had died of COVID-19 at the same rate as White Americans, about 13,000 Black Americans, 1,300 Latino Americans and 300 Asian Americans would still be alive.

“The Problem Is Not Race; It Is Racism”
A journey through a land of extreme poverty: welcome to America

The UN's Philip Alston is an expert on deprivation - and he wants to know why 41m Americans are living in poverty. The Guardian joined him on a special two-week mission into the dark heart of the world's richest nation.

2016 Poverty Statistics
Overall rate: 12.7%
Twice FPL: 29.8%
Half FPL: 5.8%
Child rate: 18%
Latino rate: 19%
Black rate: 22%
N American rate: 26.2%
Mollie Orshansky – Social Security Administration

- Poverty thresholds developed in 1963.
- Based on Department of Agriculture’s “thrifty food plan” which was “designed for temporary or emergency use when funds are low.”
- 1955 Household Food Consumption Survey showed average family spent about 1/3 post-tax income on food.

If it is not possible to state unequivocally ‘how much is enough,’ it should be possible to assert with confidence how much, on average, is too little.
“More than half the Negro population of San Francisco are located here, and it is considered a highly hazardous area.”

- 1937 Home Owner’s Loan Corporation
Poverty: Reified, Racialized

San Francisco elementary schools with lowest Academic Performance Index (API) scores

Slide adapted from Zea Malawa
Poverty: Reified, Racialized

Age-adjusted Preventable Hospitalization*
Rate for Adults, 2009-2011

*Preventable hospitalizations were defined by the Agency for Healthcare Research and Quality in a data set from the Healthcare Effectiveness Data and Information Set (HEDIS) Prevention Quality Indicators (PQI).

City and County of San Francisco Department of Public Health Environmental Health Division
Available at www.sac.arts.org
Life Span and Life Circumstances
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Life Span and Life Circumstances

Loss of Life:
6 Months/Minute
2.3 Years/Mile
Life Span and Life Circumstances

Life Expectancy
Δ 10 years

Loss of Life:
6 Months/Minute
2.3 Years/Mile
“6 months for every minute on the subway; 3.2 years for every mile travelled.”
Change in Effective Tax Rates
1962-2018 USA

- Bottom: 50\%, 40\%
- Middle: 10\%
- Top: 1\%, 0.1\%, 0.01\%
- Richest: 400\%
Child Poverty Rate in the USA … 2nd Highest of 35 Nations

Child Well-Being in the USA ... Ranked Last among 20 Nations

<table>
<thead>
<tr>
<th>Rank</th>
<th>Late 2000s</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Netherlands</td>
</tr>
<tr>
<td>2</td>
<td>Norway</td>
</tr>
<tr>
<td>3</td>
<td>Finland</td>
</tr>
<tr>
<td>4</td>
<td>Sweden</td>
</tr>
<tr>
<td>5</td>
<td>Germany</td>
</tr>
<tr>
<td>6</td>
<td>Denmark</td>
</tr>
<tr>
<td>7</td>
<td>Belgium</td>
</tr>
<tr>
<td>8</td>
<td>France</td>
</tr>
<tr>
<td>8</td>
<td>Ireland</td>
</tr>
<tr>
<td>8</td>
<td>Switzerland</td>
</tr>
<tr>
<td>11</td>
<td>Portugal</td>
</tr>
<tr>
<td>12</td>
<td>Poland</td>
</tr>
<tr>
<td>13</td>
<td>Czech Republic</td>
</tr>
<tr>
<td>14</td>
<td>Canada</td>
</tr>
<tr>
<td>14</td>
<td>Italy</td>
</tr>
<tr>
<td>16</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>17</td>
<td>Austria</td>
</tr>
<tr>
<td>18</td>
<td>Greece</td>
</tr>
<tr>
<td>18</td>
<td>Hungary</td>
</tr>
<tr>
<td>18</td>
<td>Spain</td>
</tr>
<tr>
<td>21</td>
<td>United States</td>
</tr>
</tbody>
</table>

US Life Expectancy by Year of Birth

MEN
Life expectancy at age 50

Richest 10%

Middle 50%

Poorest 10%

Year of birth
1920 1930 1940 1950

70 75 80 85 90
US Life Expectancy by Year of Birth

WOMEN
Life expectancy at age 50

- Richest 10%
- Middle 50%
- Poorest 10%

Year of birth:
- 1920
- 1930
- 1940
- 1950

Expectancy levels:
- 90
- 85
- 80
- 75

Source: UCLPartners
A Chain of Effect

- Regressive Policy
- Deepening Poverty
- Isolation
- Despair
- Poor Health
“Inequities in power, money, and resources give rise to inequities in the conditions of daily life, which in turn lead to inequities in health.”

- Sir Michael Marmot
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- Inequity
Thank you!
Please continue to chat in your questions and comments.
Asking *What Matters To You?* now and every day has never been so important.

International *What Matters to You* day is next week, 9 June.

[https://wmtty.world/](https://wmtty.world/)  
Where to find resources from this call series?

Visit the IHI Europe Team webpage at http://www.ihi.org/regions/Europe. Then click on ‘Resources’ listed in the left sidebar.
Next month’s webinar

Tuesday 14 July at 16:30 UK/17:30 CET

Building evidence for sustained change beyond COVID: qualitative learning from experience