

Walmart Health & Potential Implications for Imaging

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Florida Radiological Society – 2016

Walmart  SM

PHARMA & HEALTHCARE

10/06/2014 @ 4:46PM 20,902 views

Walmart Announces Ambitious Goal: 'To Be The Number One Healthcare Provider In The Industry'

Forbes

BUSINESS DAY

In Ambitious Bid, Walmart Seeks Foothold in Primary Care Services

By RACHEL ABRAMS AUG. 7, 2014

The New York Times

Wal-Mart wants to be your doctor

The Washington Post

140 million
shoppers WEEKLY



\$473 billion

net sales in FY2014



4203 stores

in the US alone



A photograph of two men in dark suits standing in a room with a light-colored, textured wall and a wooden floor. The man on the left is significantly taller than the man on the right. The taller man is looking down at the shorter man, while the shorter man is looking up at the taller man. The scene is lit from the side, creating soft shadows.

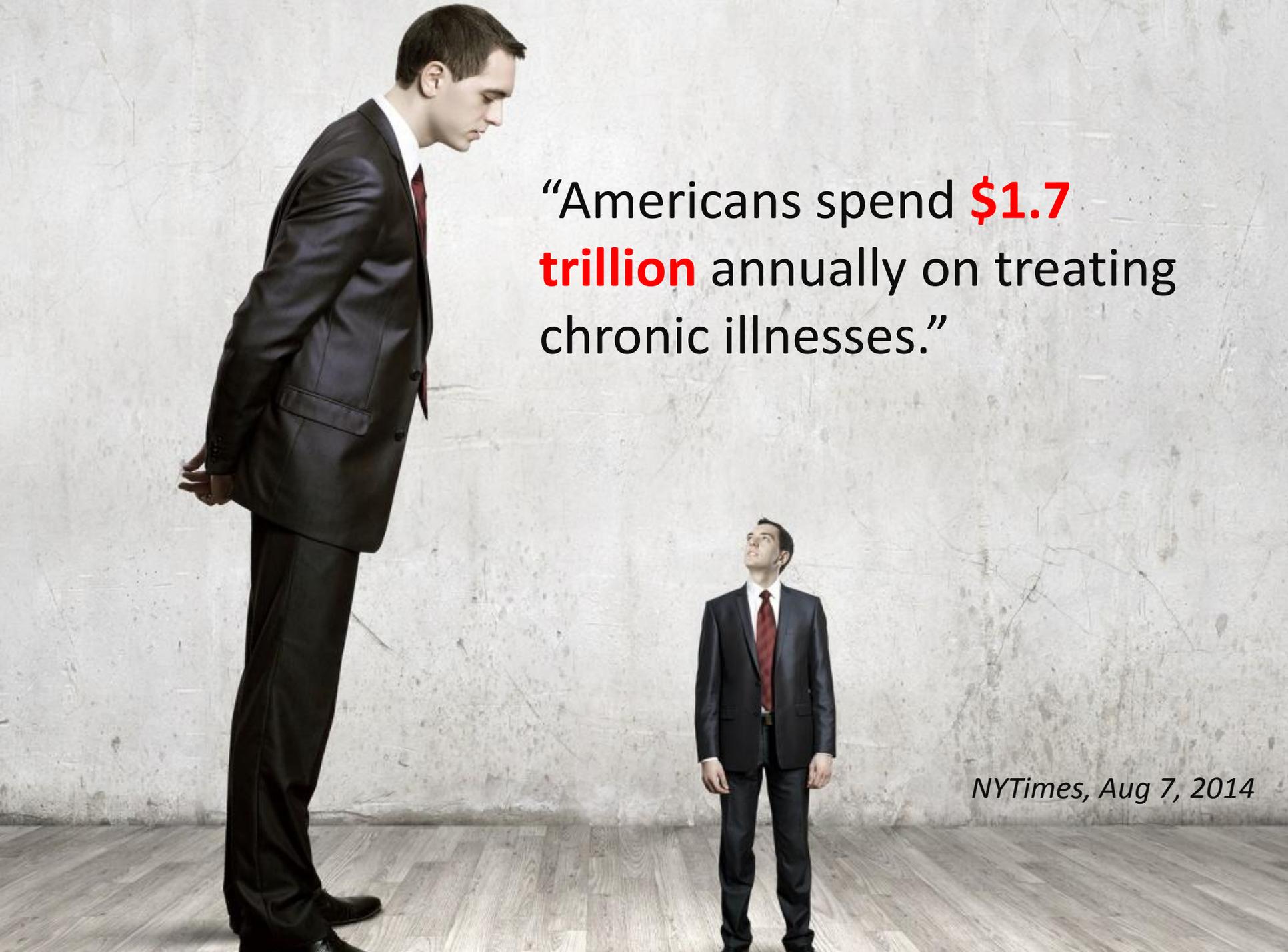
“WalMart’s corporate strategy has *never been* about first-mover advantage...”

*Becker’s Hospital
Review, Aug 11, 2014*



“...Coming in a little later in the game allows them to ***capitalize on markets created by others***, and learn from others’ mistakes.”

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“Americans spend **\$1.7 trillion** annually on treating chronic illnesses.”

NYTimes, Aug 7, 2014

What is the fate of
primary care in the
United States?

What is the fate of
primary care
physicians in the United
States?



CT Colonography?

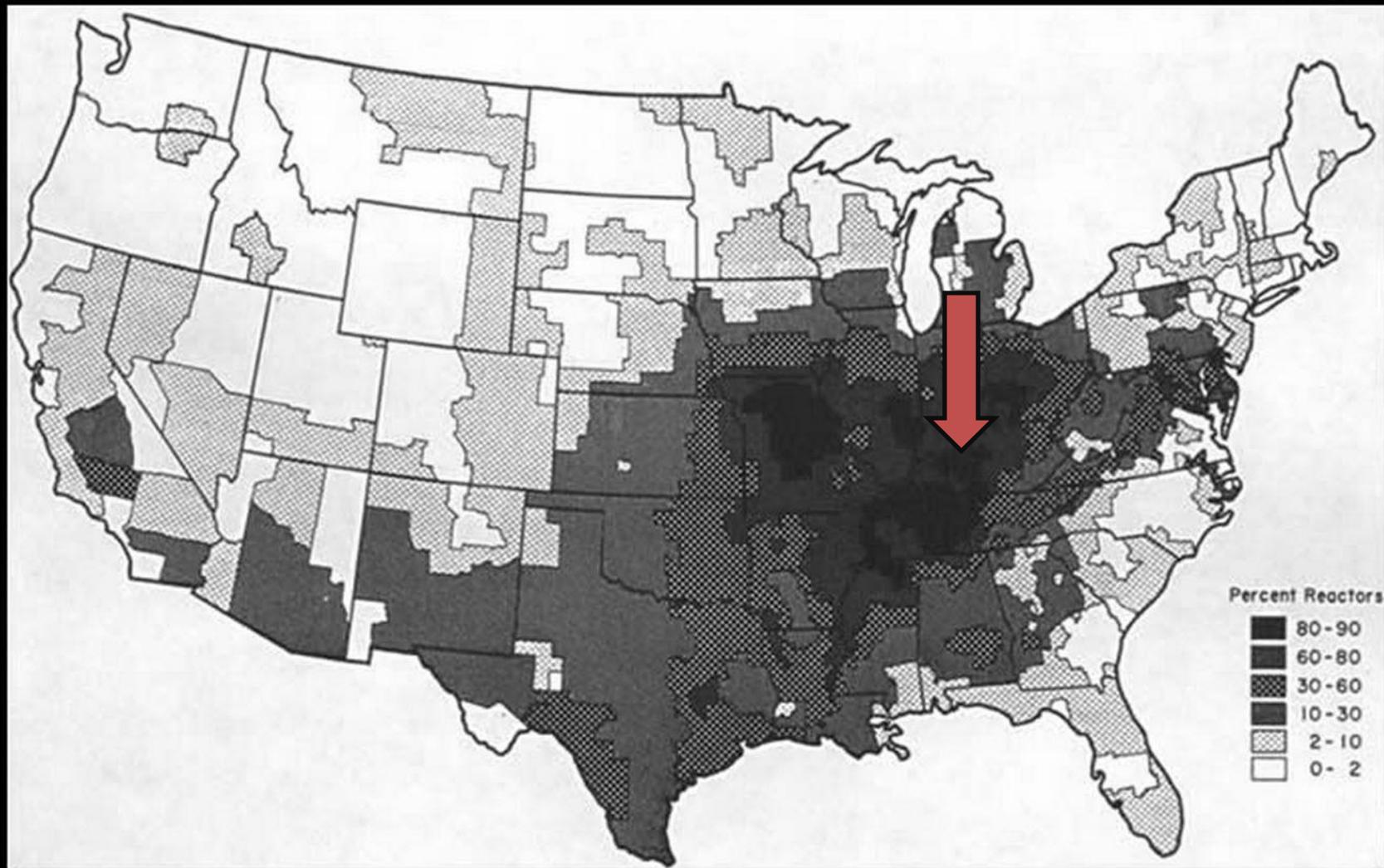
**CT Lung Cancer
Screening?**

Smokers &
Past Smokers

FIND

Early LUNG CANCER

With a CT SCAN for \$88.



Endemic distribution of *H. capsulatum* in the US, based on histoplasmin skin test positivity in Navy recruits (LB Edwards ARRD 1969;99:1-18)



CASE STUDY:

- CPT 77057
- TC = \$46.93 **Mammography**
- PC = \$35.82
- Global = \$82.75
- **\$7.95 billion annually**

Diagnostic Imaging

=

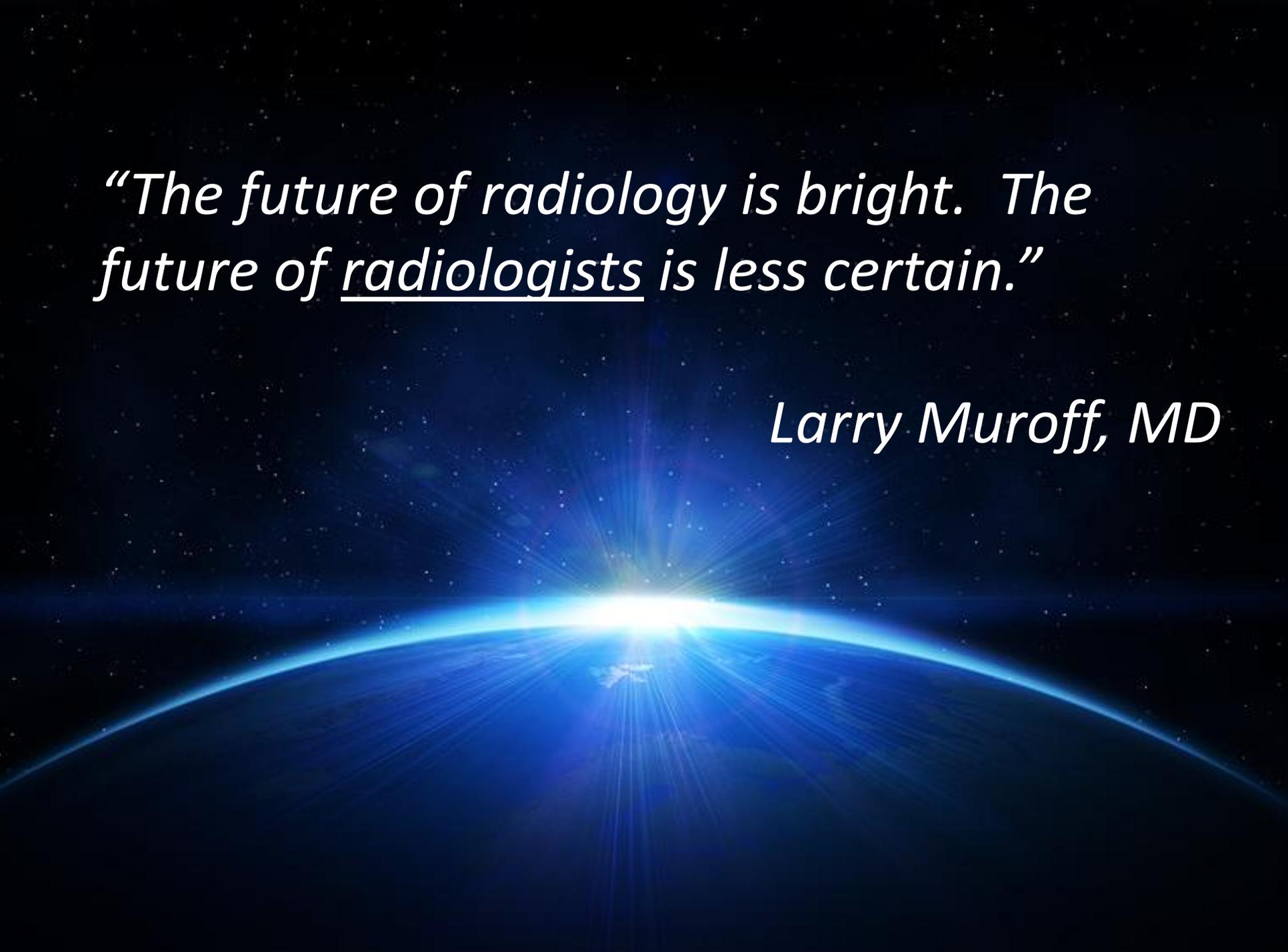
\$100 billion annual
market

Original Investigation

A Comparison of Diagnostic Imaging Ordering Patterns Between Advanced Practice Clinicians and Primary Care Physicians Following Office-Based Evaluation and

CONCLUSIONS AND RELEVANCE Advanced practice clinicians are associated with more imaging services than PCPs for similar patients during E&M office visits. Expanding the use of APCs may alleviate PCP shortages. While increased use of imaging appears modest for individual patients, this increase may have ramifications on care and overall costs at the population level.

population level



“The future of radiology is bright. The future of radiologists is less certain.”

Larry Muroff, MD

“Most radiologists’ perception of their role in medical care, their status with their colleagues, the role of onsite presence in establishing and maintaining contracts, and their own actual accuracy rates borders on delusional.”

*Ben Strong, MD
CMO vRad*

RMBA 2014 Annual Meeting

How will *radiologists*
redefine what we do?

The Quest for Relevancy

- 1) Become leaders in **diagnosis**
- 2) Take **quality** seriously
- 3) Measure radiology's **economic impact**

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- 1) *Become leaders in **diagnosis***
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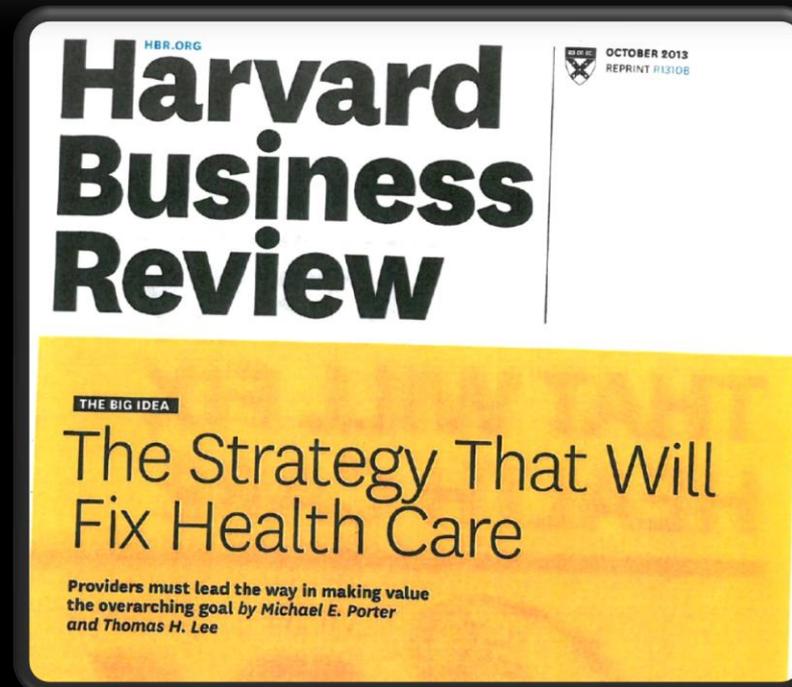
THE NEW YORKER

ANNALS OF HEALTH CARE

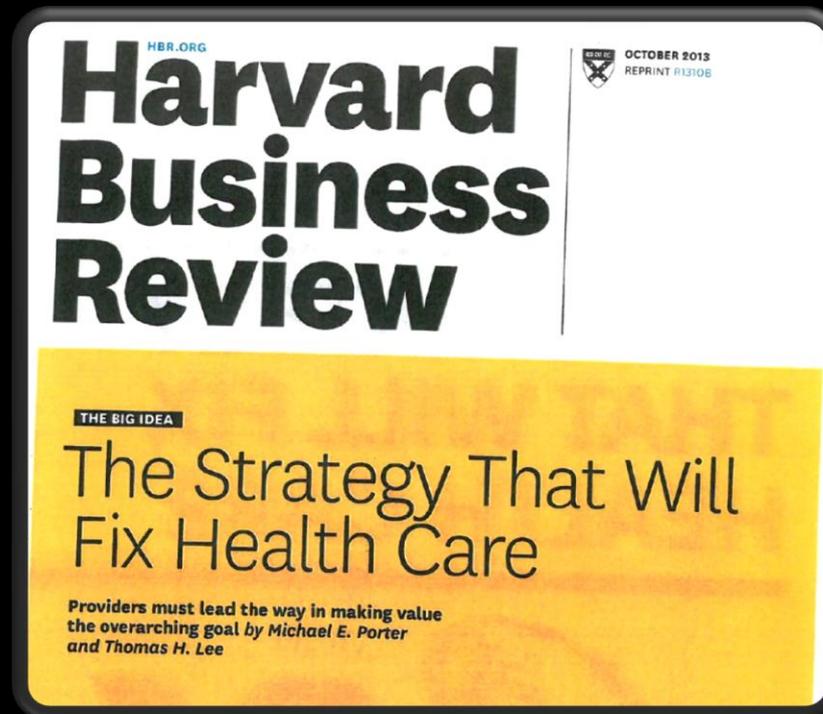
BIG MED

Restaurant chains have managed to combine quality control, cost control, and innovation. Can health care?

BY ATUL GAWANDE



*“In an IPU, a dedicated team made up of both clinical and non-clinical personnel provides the full care cycle for the **patient’s condition.**”*



“The doctor ordered a series of tests and scans, and kept her overnight. **They never figured out what the problem was.** The clinicians didn’t seem to be following an **ANNALS OF HEALTH CARE**’d study what the best **THE NEW YORKER** how to standardize it, and then bring it to everyone to e

BIG MED

Restaurant chains have managed to combine quality control, cost control, and innovation. Can health care?

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- 5% of US adults who seek healthcare experience a diagnostic error
- Diagnostic error contributes to 10% of patient deaths
- Diagnostic errors account for 6-17% of adverse events
- Diagnostic errors are the leading type of paid malpractice claims, are almost twice as likely to lead to death when compared to other claims, and represent the highest percentage of total payments

IMPROVING DIAGNOSIS IN PATIENT CARE

The Quest for Relevancy

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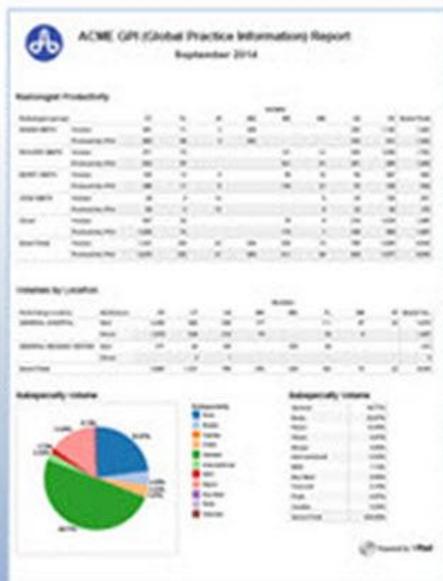
*“Most practices implement a QA process in name only. Rarely does any over-reading occur to a significant percentage or on modalities prone to misinterpretation, and it is **rarely performed** by objective third parties **without personal investment** in the success of a given practice.”*



Ben Strong, MD

CMO vRad

RMBA 2014 Annual Meeting



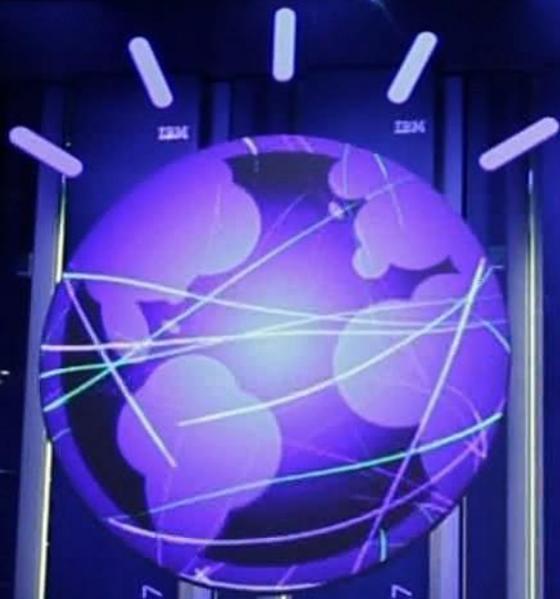
New!
Learn More

Free monthly GPI Report from vRad Analytics

GPISM (Global Practice Information) Report — 24/7 onsite and teleradiology metrics for practice management insight

Click to learn more





POWER7

POWER7

POWER7

IBM

POWER7

WATSON

POWER7



CBC

IBM

Google

Apple

WalMart

**GE
Healthcare**

■ Total Assets (\$B)



VERY LOW

POOR

AVERAGE

GOOD

EXCELLENT

QUALITY

Level

The Quest for Relevancy

1) Become experts at diagnosis

2) Take quality seriously

**3) *Measure radiology's
economic impact***



Length of stay patient
outcomes

Promote wellness

Lower elective inpatient
utilization



Neima
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New Gr
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Arch Gynecol Obstet (2012) 285:1407–1413

DOI 10.1007/s00404-011-2065-9

Minimally Invasive Drainage of Subcutaneous Abscesses Reduces Hospital Cost and Length of Stay

Tiffany N. Wright, MD, Leah Gilligan, BS, Oksana Zhurbich, BS, Daniel L. Davenport, PhD, and John M. Draus Jr, MD

Feng Jun · Liu Famin · Xiao Xim ·

Liu Zhe · Zhang Min · Zhang Bo · Gou Wenli

MRI-Guided Focused Ultrasound Surgery for Uterine Fibroid Treatment: A Cost-Effectiveness Analysis

Chung Y. Kong^{1,2}
Lesley Meng¹
Zehra B. Omer¹
J. Shannon Swan^{1,2}
Serene Srouji^{2,3}
G. Scott Gazelle^{1,2,4}
Fiona M. Fennessy^{2,5}

OBJECTIVE. The purpose of this article is to evaluate the cost effectiveness of a treatment strategy for symptomatic uterine fibroids that uses MRI-guided focused ultrasound as a first-line therapy relative to uterine artery embolization (UAE) or hysterectomy.

MATERIALS AND METHODS. We developed a decision-analytic model to compare the cost effectiveness of three first-line treatment strategies: MRI-guided focused ultrasound, UAE, and hysterectomy. Treatment-specific short- and long-term utilities, lifetime costs, and quality-adjusted life years (QALYs) were incorporated, allowing us to conduct an incremental cost-effectiveness analysis, using a societal willingness-to-pay (WTP) threshold of \$50,000/QALY to designate a strategy as cost effective. Sensitivity analyses were subsequently performed on all key parameters.

HEPATOLOGY

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Original Article

Cost-effectiveness analysis of transjugular intrahepatic portosystemic shunt (TIPS) versus endoscopic therapy for the prevention of recurrent esophageal variceal bleeding

Mark W. Russo M.D., MPH  Steven L. Zacks, Robert S. Sandler, Robert S. Brown Jr.

TIPS is a cost effective alternative to surgical shunt as a rescue therapy for prevention of recurrent bleeding from esophageal varices ☆

Gennaro D'Amico^{1,*}, Angelo Luca²

¹Unit of Gastroenterology, Ospedale V Cervello, Via Trabucco 180, 90146 Palermo, Italy

²Istituto Mediterraneo per i Trapianti e Terapie ad alta Specializzazione (ISMETT), Palermo, Italy

Cost-effectiveness Analysis of Implantable Venous Access Device Insertion Using Interventional Radiologic versus Conventional Operating Room Methods in Pediatric Patients with Cancer

Rebecca Hancock-Howard, PhD, Bairbre L. Connolly, MD, Meghan McMahon, MSc, Anita Menon, MSc, Gloria Woo, PhD, Paul W. Wales, MD, Albert Aziza, MRT(R), BSc, BHA, Audrey Laporte, PhD, Eric Nauenberg, PhD, and Wendy J. Ungar, PhD

Arch Gynecol Obstet (2012) 285:1407–1413
DOI 10.1007/s00404-011-2065-9

GYNECOLOGIC ONCOLOGY

Uterine artery embolization versus surgery for symptomatic uterine fibroids: a randomized controlled trial and a meta-analysis of the literature

Feng Jun · Liu Yamin · Xiao Xinli ·
Liu Zhe · Zhang Min · Zhang Bo · Gou Wenli

Minimally Invasive Drainage of Subcutaneous Abscesses Reduces Hospital Cost and Length of Stay

Tiffany N. Wright, MD, Leah Gilligan, BS, Oksana Zhurbich, BS, Daniel L. Davenport, PhD, and John M. Draus Jr, MD

Cost and Morbidity Analysis of Chest Port Insertion: Interventional Radiology Suite Versus Operating Room

Jennifer R. LaRoy, BA^a, Sarah B. White, MD, MS^b, Thejus Jayakrishnan, MD^c,
Stephanie Dybul, BSRT(R)(VI) CIRCC^d, Dirk Ungerer, MBA^d, Kiran Turaga, MD, MPH^e,
Parag J. Patel, MD, MS^f

What is the **COST** of a
wrong diagnosis?

The Quest for Relevancy

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"Even speed, strong ideas, and sizable resources do not guarantee success. For Wal-Mart and hospitals alike, innovations will need to yield sizable results to replace revenue likely to be lost due to business-model disruption. Yet, while aggressive efforts at transformation do not ensure success, staying with a legacy business model in a changing environment is an even riskier proposition."

***Kenneth Kaufman, Chair
Kaufman Hall***

"Even speed, strong ideas, and sizable resources do not guarantee success. For Wal-Mart and hospitals alike, innovations will need to yield sizable results to replace revenue likely to be lost due to business-model disruption. Yet, while aggressive efforts at transformation do not ensure success, staying with a legacy business model in a changing environment is an even riskier proposition."

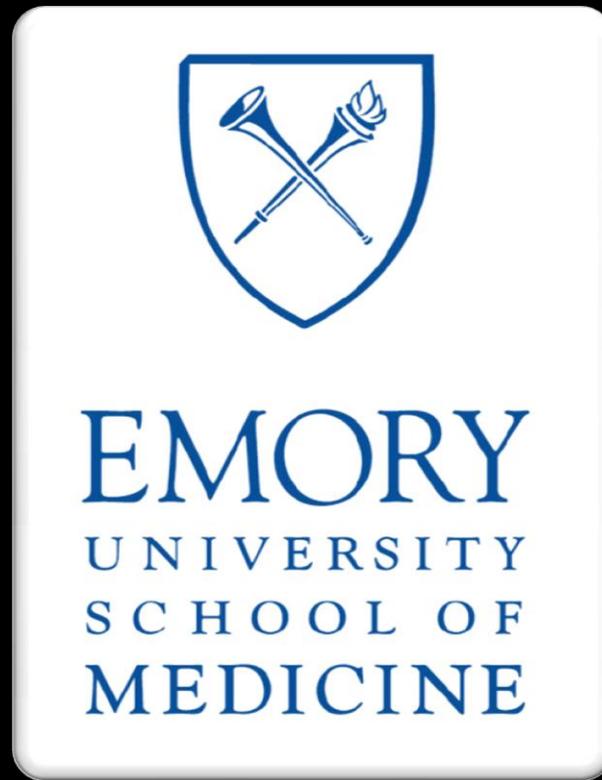
***Kenneth Kaufman, Chair
Kaufman Hall***



thank you

The image features a dark blue background with a bright blue light source on the horizon of a planet, creating a lens flare effect. The text "thank you" is centered in a bold, white, sans-serif font.

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WEDICINE
SCHOOL OF