

Toward a humanly
sustainable health

CARE

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Robert H. and Susan M. Rewoldt Professor

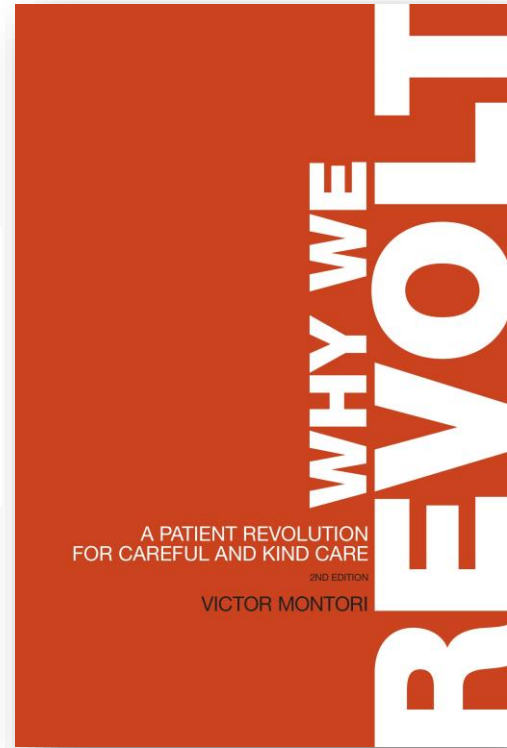
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I do **not** have financial relationships to disclose.









Care is everything we do to
maintain, repair, and improve
our world so that we may live
in it as well as possible.

CARE

Practice and a disposition

work with
competent
compassionate

Give

attention
situation in HD
needs + strengths

Notice



Respond

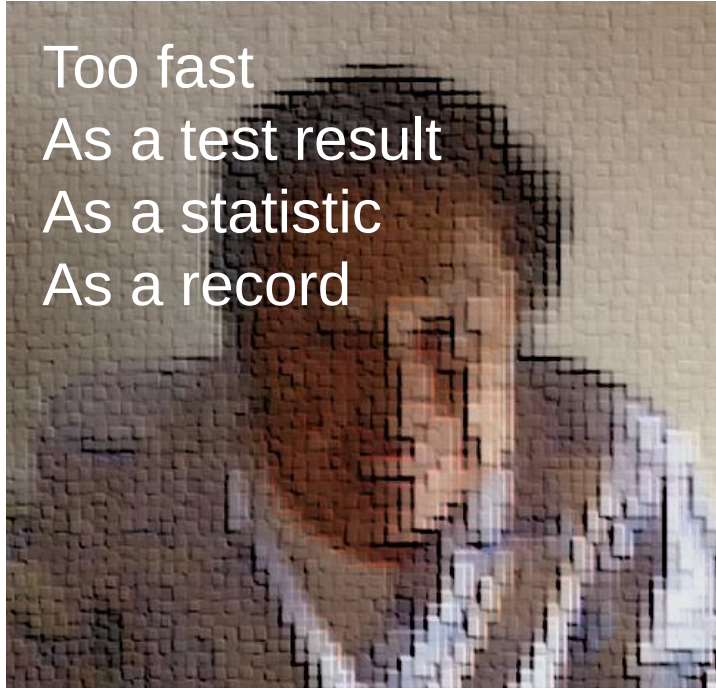
creates possibility
invents action

Receive

response is pertinent
response is adequate
response is desirable

BLUR

Too fast
As a test result
As a statistic
As a record



GENERIC

**CARE FOR PEOPLE
LIKE MARIA LUISA**

Biology

**CARE FOR
MARIA LUISA**

**Biology
+
Biography**



Ask prioritized questions
Record the visit
Review the medical record
Use the portal and transmit data
Self-monitor, self-manage
Educate yourself
Manage appointments, prescriptions, bills,
pre-authorizations, denials, delays
Overcome bias against your illness, class,
identity
Keep everyone else informed
Advocate for self and others

W A I T

BURDEN

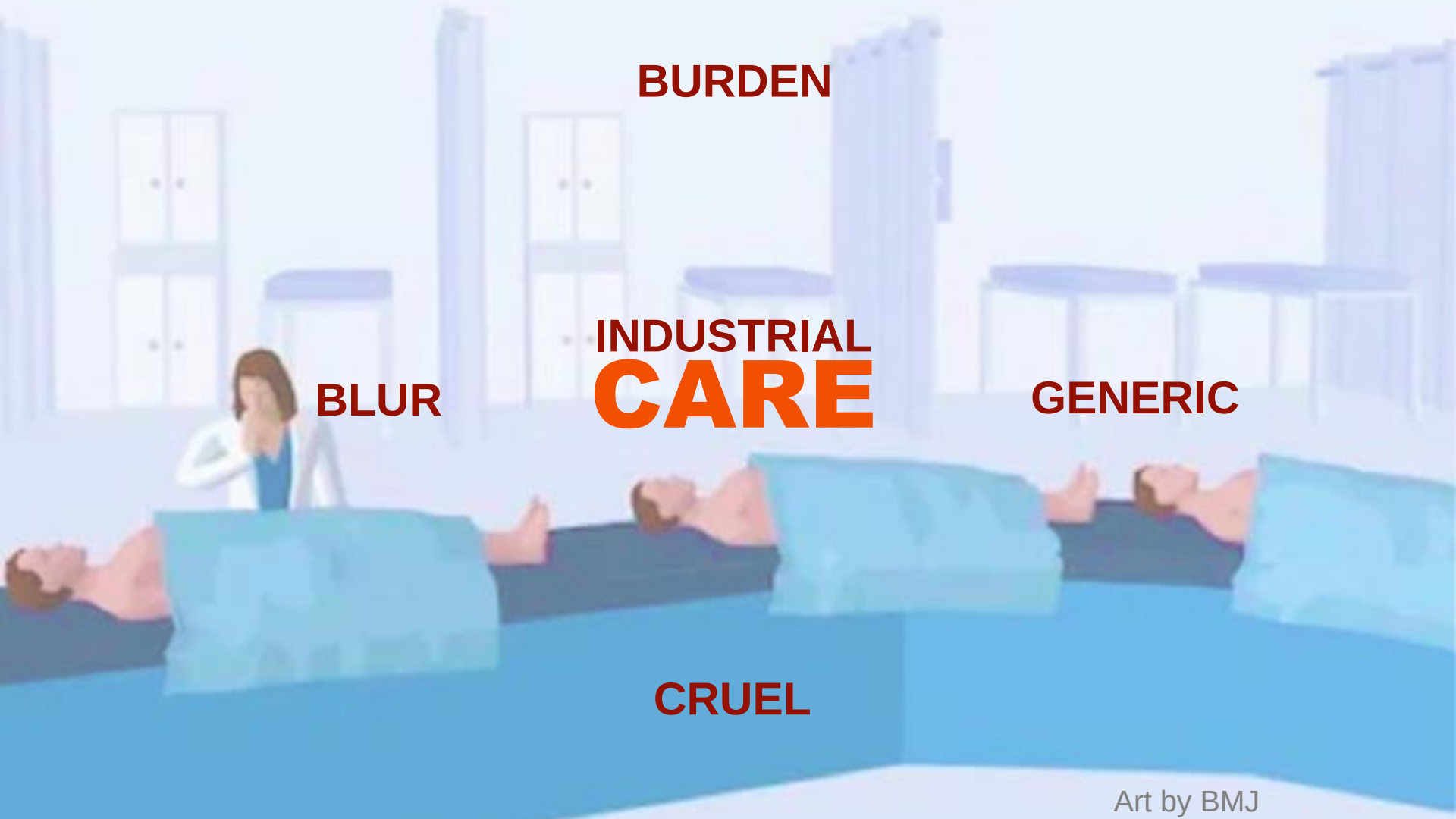


May C et al. BMJ. 2009 Aug 11;339:b2803.

NONCOMPLIANCE

CRUEL





BURDEN

BLUR

**INDUSTRIAL
CARE**

GENERIC

CRUEL

Art by BMJ

Healthcare without **care** is unsustainable

PATIENTS

40%
Unsustainable
burden of
treatment

Tran VT et al. Mayo Clin
Proc 2019; 95: 504-12

ENCOUNTER

40%
Agenda
11"
to interrupt

Sinsky C et al. Ann Intern Med
2016 165: 753-760
Singh Ospina N et al. J Gen
Intern Med 2019; 34: 36-40

CLINICIANS

40%
Intent to
leave

Linzer M et al. JAMA
Health Forum.
2022;3(11):e224163



A low-angle photograph looking up at a large, textured sculpture of hands reaching upwards. The hands are made of a light-colored, rough material, possibly plaster or stone, and are positioned in a way that suggests they are holding or supporting something. The background is a plain, light-colored wall with several small, round, recessed lights. The text "Radically change the conditions for care" is overlaid in white, bold, sans-serif font, centered on the right side of the image.

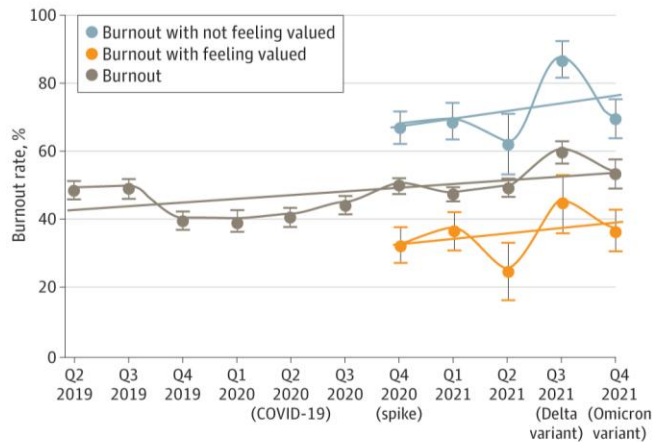
**Radically
change
the
conditions
for care**

CARE

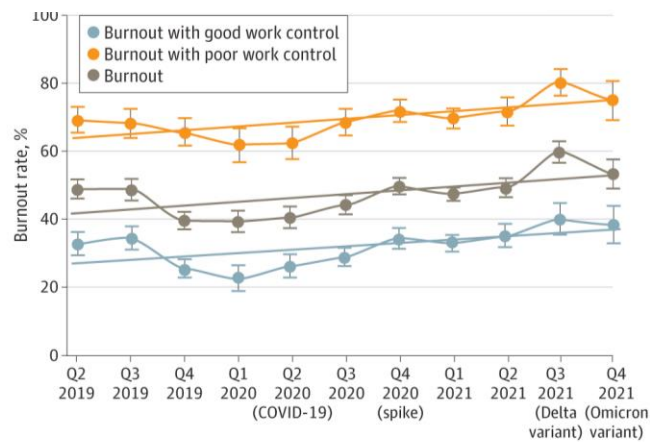
Conditions for care

Organizations and leaders: care as core purpose
Wellbeing and competence of clinicians
Collaboration and team-based care: mutual care
Technology and innovations

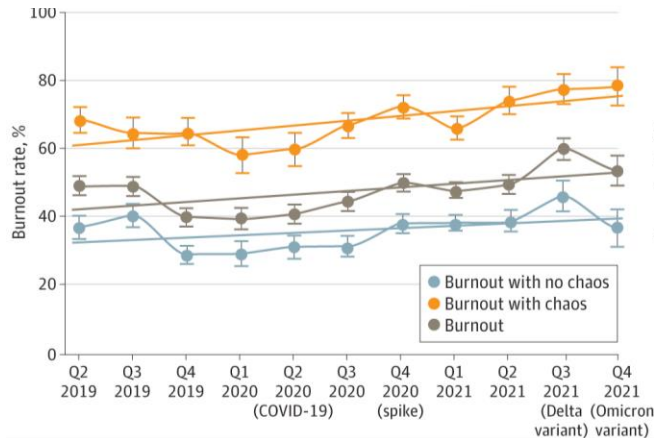
Feeling valued



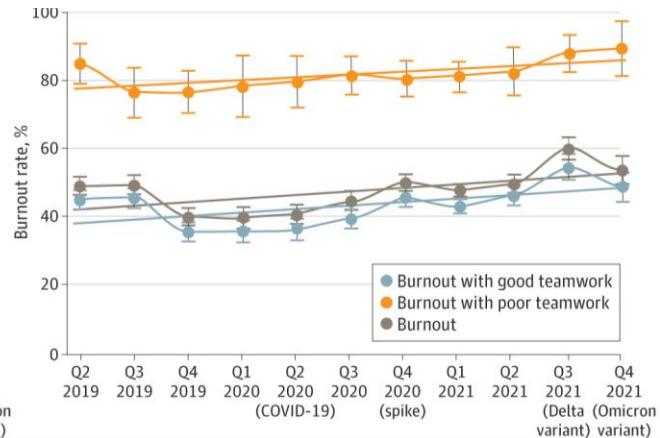
Control of work conditions



Hurried, chaotic environment



Teamwork



CARE

Conditions for care

Notice

HD
situation

Unhurried
Conversation



Respond

Sensible
resolution

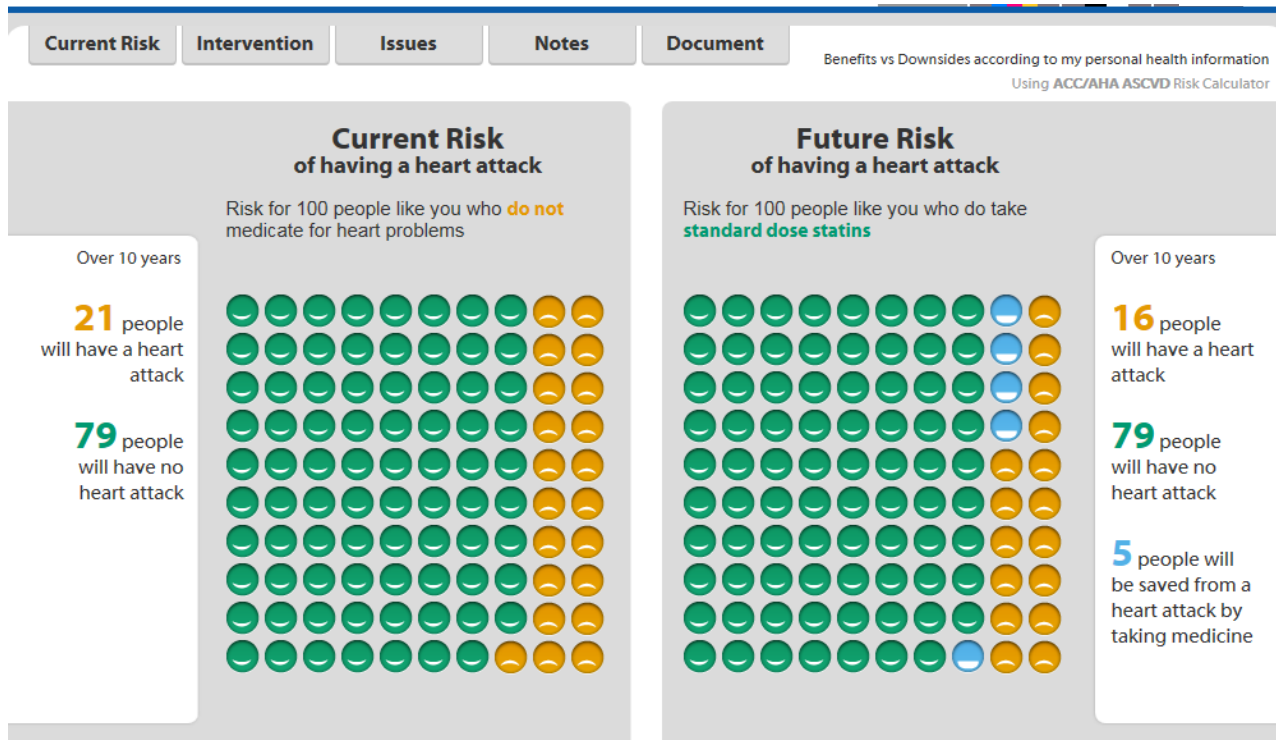
Shared Decision Making

Is a **method of care**. A **conversation** in which patients and clinicians work out what to do, co-creating care that makes **intellectual**, **practical**, and **emotional** sense.



Statin Choice

statindecisionaid.mayoclinic.org



Weymiller et al. Arch Intern Med 2007

Weight Change

Low Blood Sugar (Hypoglycemia)

Blood Sugar (A1c Reduction)

Daily Routine

Daily Sugar Testing (Monitoring)

Cost

These figures are estimates and are for comparative reference only. Actual out-of-pocket costs vary over time, by pharmacy, insurance plan coverage, preparation and dosage. Under some plans name brands may be comparable in cost to generics.

Metformin (Generic available)

\$0.10 per day

\$10 / 3 months

Insulin (No generic available – price varies by dose)

Lantus: Vial, per 100 units: \$10
Pen, per 100 units: \$43

NPH: Vial, per 100 units: \$6
Pen, per 100 units: \$30

Short acting analog insulin: Vial, per 100 units: \$10
Pen, per 100 units: \$43

Pioglitazone (Generic available)

\$10.00 per day

\$900 / 3 months

Liraglutide/Exenatide (No generic available)

\$11.00 per day

\$1,000 / 3 months

Sulfonylureas

Glipizide, Glimepiride, Glyburide

\$0.10 per day

\$10 / 3 months

What aspect of your next diabetes medicine would you like to discuss first?



Breslin MA et al. Patient Educ Couns. 2008;73:465-72
Mullan RJ et al. Arch Intern Med. 2009;169:1560-8.

Shared decision making



Increased patient (>75%) and clinician satisfaction (74-90%)

Similar SDM in vulnerable populations

Variable effect on outcomes, cost

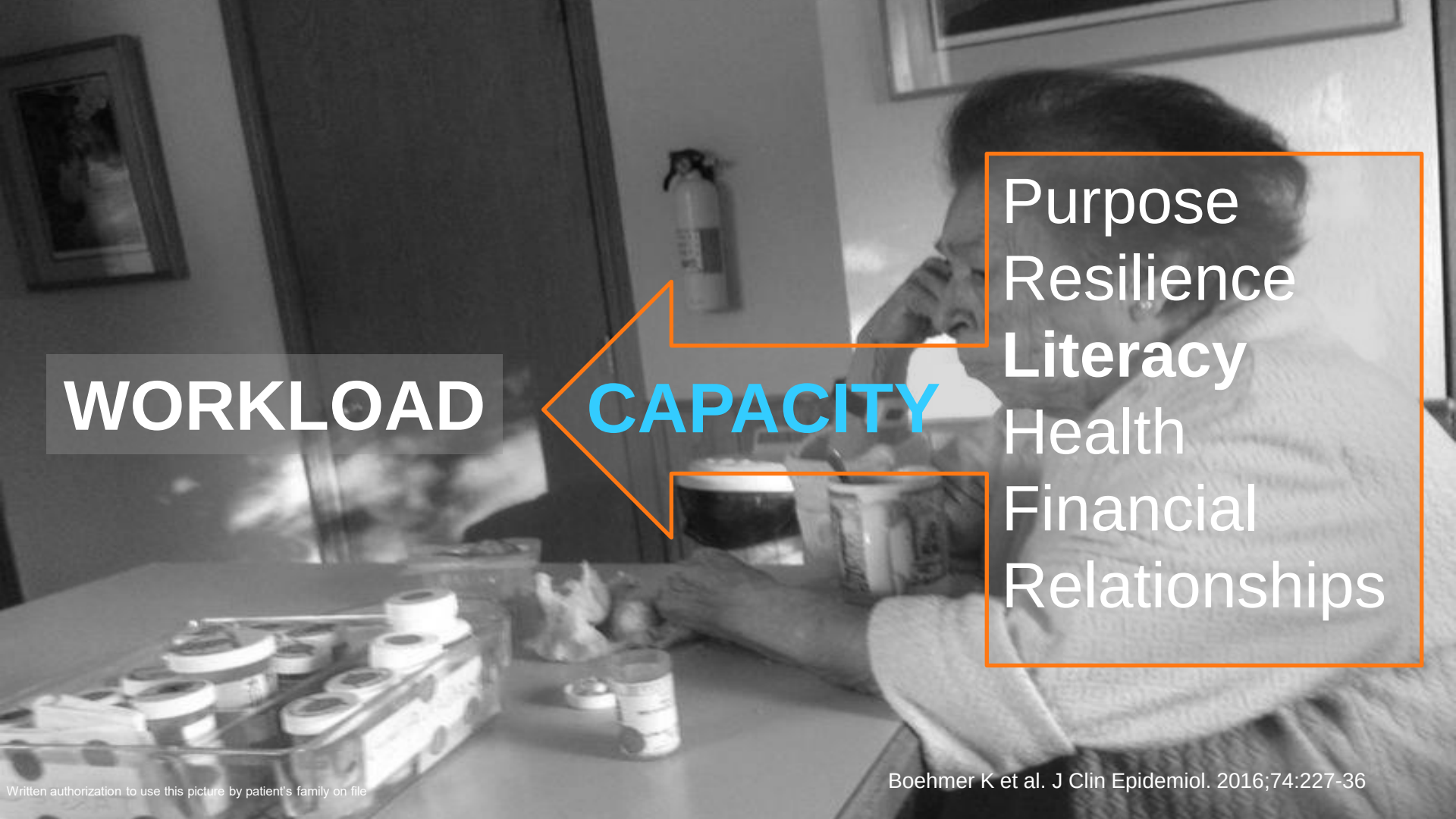
Within encounters > 20 min, time for SDM = time for usual care

NONCOMPLIANCE



Imbalance
workload
+
capacity





WORKLOAD

CAPACITY

Purpose
Resilience
Literacy
Health
Financial
Relationships

Minimally Disruptive Medicine

May C et al. BMJ. 2009 Aug 11;339:b2803.

Boehmer KR et al. Mayo Clin Proc. 2022; 97:210-20.

Prioritize (SDM)
Lean consumption
Digital transformation¹

WORKLOAD



CAPACITY

Capacity coaching²
Self management training
Palliative care
Therapy
Social work

1. Mair FS et al BMJ. 2021 Nov 25;375:n2909.

2. Boehmer K et al. Mayo Clin Proc 2019; 94: 278–28



Making care fit manifesto

“Patients and clinicians must collaborate in designing care plans that maximally respond to each patient’s unique situation and priorities while minimally disrupting their lives and loves.”



Industrial Healthcare

Pathologies of Care

Blur
Burden
Hurry
Cruelty



Careful and Kind Care

Signs of Care

High definition
Minimally disruptive
Unhurried conversations
Responsiveness



HIGH DEFINITION

Ask 'what matters to you'
Schedule 'tell me about you' visits
Patient biographies in the EHR

UNHURRIED CONVERSATIONS

Limiting interruptions, distractions
responsive scheduling,
enabling patients to set tempo
Continuity of care

MINIMALLY DISRUPTIVE

Ban medical errands
Understand no-shows/low fidelity
simplify care

RESPONSIVENESS

Eradicate cruelty
No wrong door
clarity of purpose,
ease of navigation



SOLIDARITY
INTEGRITY
ELEGANCE
FOR THIS PATIENT
MINIMALLY
DISRUPTIVE
LOVE



patientrevolution.org

**Industrial
Healthcare**

**Careful and
Kind Care**

Local, immediate action



Global community
Courage and support



The School
Skills about care and change



TPR Capacity
The backbone



The Greenhouse
Ideas and tools

A black and white close-up portrait of an elderly woman with short, curly hair. She is smiling, showing her teeth, and looking slightly to the right of the camera. She is wearing a dark top and a large, multi-strand pearl earring. The background is a plain, light-colored wall.

Careful and Kind
CARE
for all