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# **THE FUTURE OF HEALTH CARE IN AMERICA**

**Implications for Nursing and  
Nursing Research**

**NINR 20<sup>th</sup> Anniversary**

**October 11, 2006**



# 21<sup>st</sup> Century American Health Care –an Outline

- Evolution: Transforming Forces;
- Healing: Foundational Values;
- The Mature US System;
- Good to Great in non-profits; and
- What Would Chief Sealth and E. O. Wilson say to NINR in 2006?

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Words of the Honorable Paul Rogers

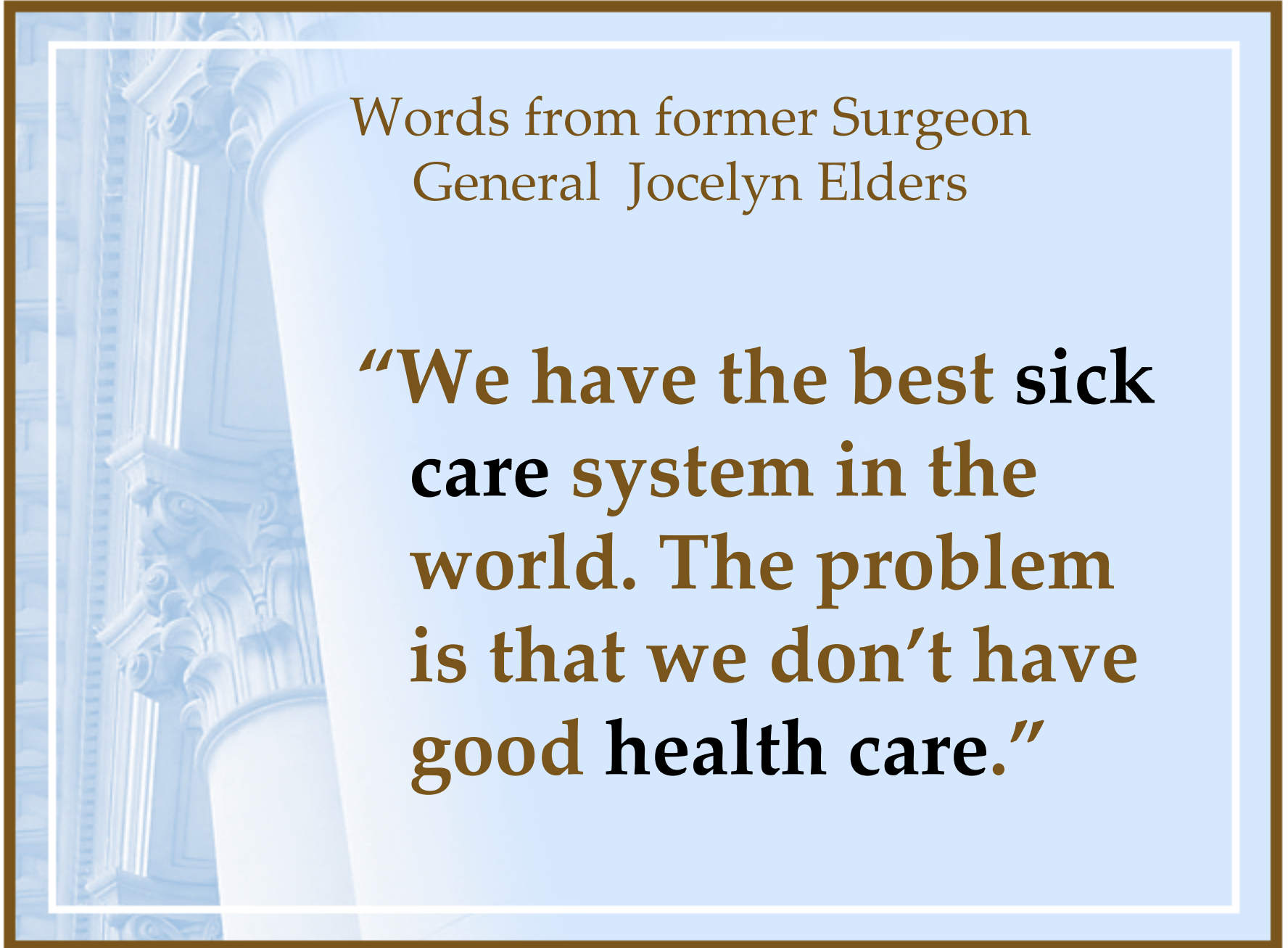
- **“Without research, there is no hope!”**

**....over and over again....**



Words of Futurist James  
Robertson

**“Thinking about the  
future is only useful  
and interesting if it  
affects what we do  
today.”**

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Words from former Surgeon  
General Jocelyn Elders

**“We have the best sick  
care system in the  
world. The problem  
is that we don’t have  
good health care.”**

# Post-modern Health Care

- 19<sup>th</sup> Century – Prevention (Hygeia);
- 20<sup>th</sup> Century – Curing and Diagnosing (Aesculapius, Hippocrates);
- 21<sup>st</sup> Century – Chronicity: Caring and Integrating (Hippocrates, Nightingale and Osler).



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# Transformational Forces

- **Modernism to Post-Modernism to What???**
- **Patient-Centeredness;**
- **Professionalism and the Role of Nursing – Separate or Together;**
- **Inter-professional Practice – Quality and Healing;**
- **Demography; Aging and Ethnic Diversity.**

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# **Transformational Forces**

**(continued)**

- **World-wide Epidemics and Environmental Catastrophes;**
- **The Technologic Imperative;**
- **Cost-Control, Supply/Demand Imbalance;**
- **Who Rations? Health professional; politician; patient; system manager; or a combination.**



# **“Healer’s” Characteristics**

- **Scientific competence**
- **Understanding suffering and death**
- **Ability to communicate**
- **Knowledge of the placebo effect**
- **Expanding roles and three paradigms**
- **Commitment and loyalty**

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# Who or What is a Healer?

- **A person;**
- **Persons acting as a health care team; or**
- **Institutions/organizations**

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# Foundational Values

- Who cares? And so what if they do?
- From values to outcome measures:
  - The patient-centered and public health-oriented 21<sup>st</sup> century health delivery systems are influenced by societal values, university values, business values and professional values, each of which influence the other three. How to translate these values into assessable benchmarks:

**We are what we measure!**

# Foundational Values

- Societal values

- Autonomy
- Justice
- Hope
- Mercy

**Patient-  
centered  
care**

- University Values


- Discovery
- Education
  - Professions
  - Public
- Service and the learning community

- Professional values

- Competence
- Compassion
- Commitment
- Collaboration

- Business values

- Fair profit/stockholders
- Goods distribution
- Service distribution
- Quality products
- Customers



# What Will the 21<sup>st</sup> Century American Health System Look Like?

- Patient-centered and health oriented;
- Patient control;
- Team care – quality and culture;
- EMR holds team/system together – data driven; and
- Access for every citizen: for maximal choice and hope.

# **“We Are What We Measure!”**

- **Values**  
↓
- **Mission and Goals**  
↓
- **Guide-posts**  
↓
- **Benchmarks: Structure, Process, Outcomes**

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# ? Many Models (like Toyota)? NINR and Models

Tele-nursing;

Rural;

Urban;

Multicultural;

High-tech Models... EMR;

Chronic Care and Aging;

Other.

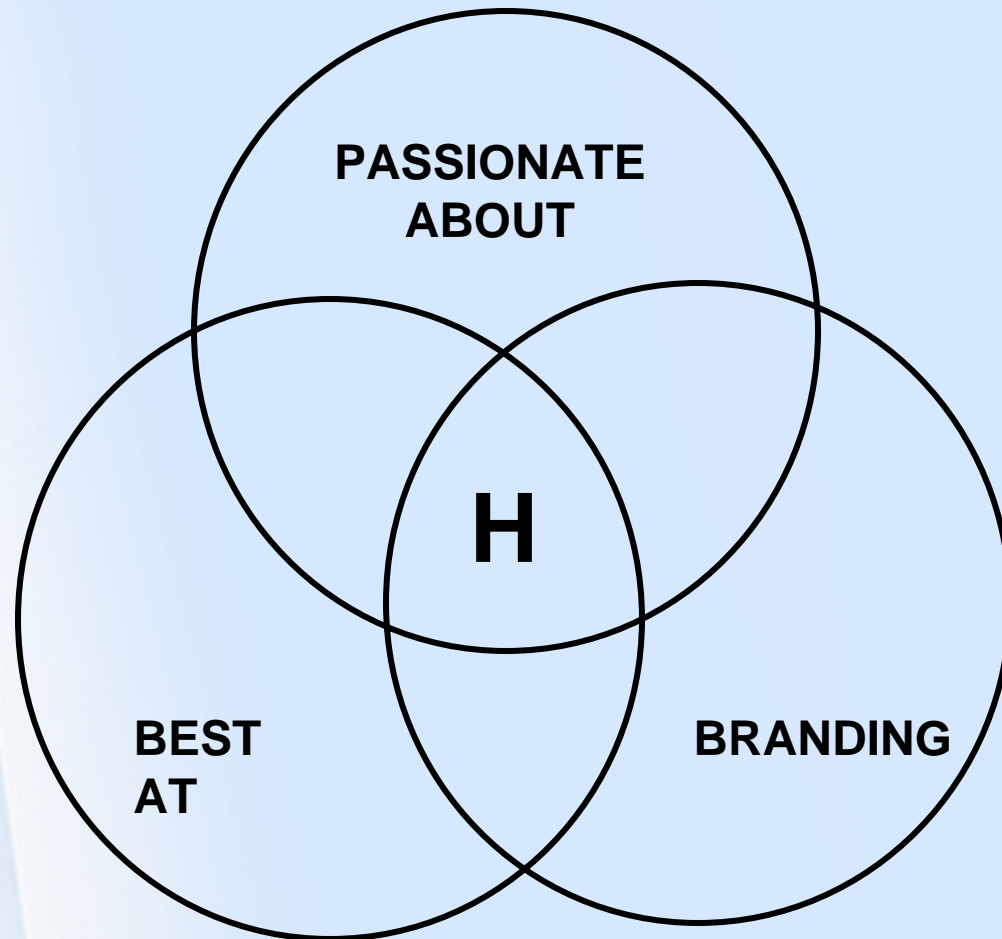
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# **“Good to Great and the Social Sectors”**

- **A monograph by James Collins – that accompanies his book “Good to Great,” subtitled “Why business thinking is not the answer”**
- **By applying the Good-to-Great framework, one builds the foundations of a great organization.**



# The Hedgehog Concept





# From Inputs to Greatness to the Outputs of Greatness

- **The good-to great framework:**
  - Leadership that produces results in spite of a diffuse power structure;
  - Disciplined thought;
  - Disciplined action;
  - Building greatness to last.
- **A great organization**
  - Superior results and efficiency;
  - Makes a unique impact-it would be missed if it vanished;
  - Productivity survives crises and leadership changes.

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# Greatness in Social Sector

- Measuring success without business metrics;
- Different leadership skills;
- First who and then what;
- Rethinking the economic engine minus profit motive – the hedgehog concept;
- Building momentum by building the “brand” – turning the flywheel.

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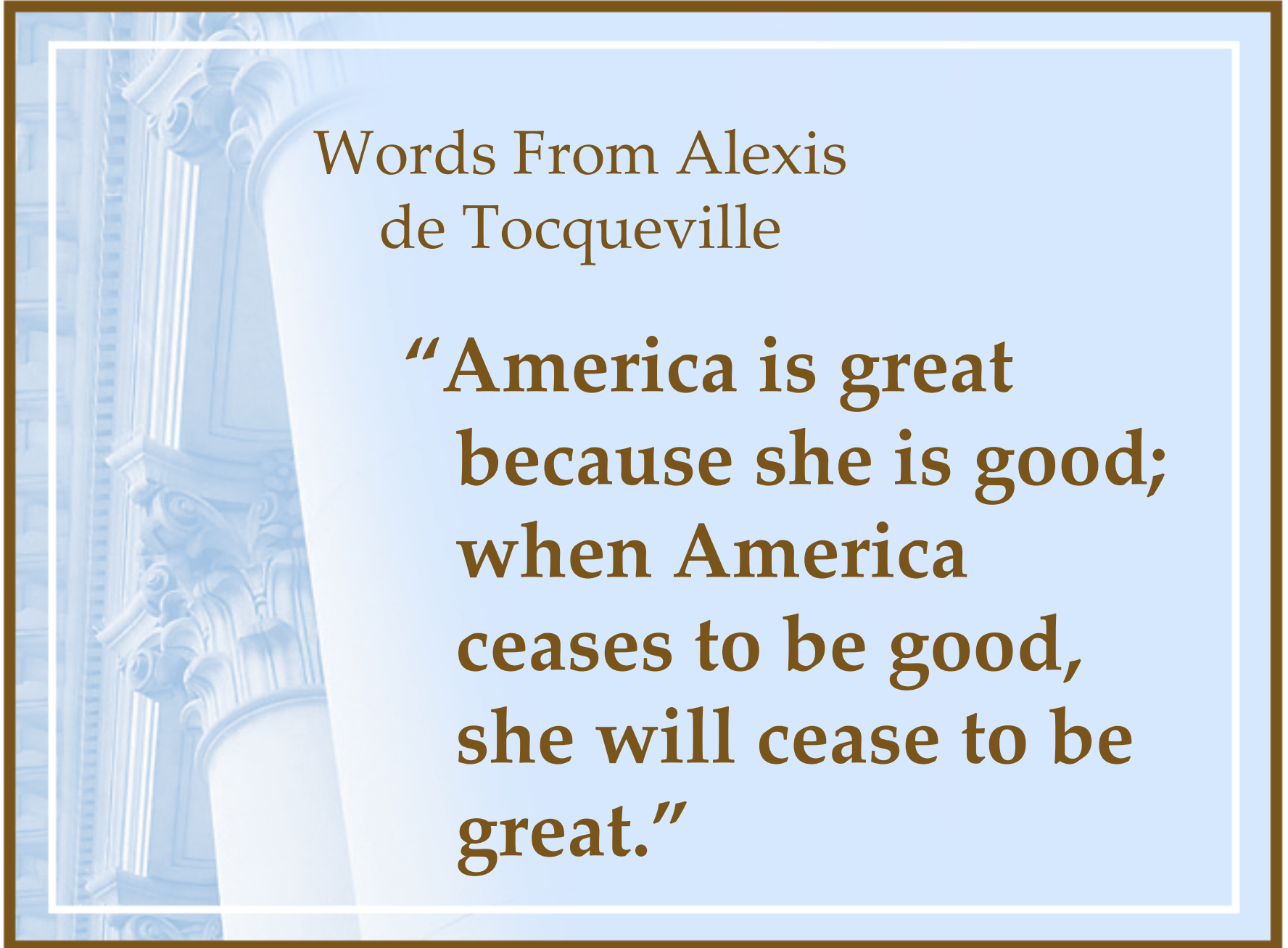
# Jim Collins on Greatness in the Social Sector

- **Greatness – not a function of circumstance;**
- **Greatness is largely a matter of conscious choice, and discipline;**
- **“We need to reject the naïve imposition of the language of business on the social sectors, and instead jointly embrace a language of greatness.”**

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# Three Wise People


- William Blake
- The dog lying starved at his master's gate
- Predicts the ruin of the state.
- Chief Sealth in a letter to the President of the United States, 1855
- Professor E. O. Wilson
- "Creation", W. W. Norton, 2006



Words From Alexis  
de Tocqueville

**“America is great  
because she is good;  
when America  
ceases to be good,  
she will cease to be  
great.”**





Word of Jurgen Habermas, 2006  
European Philosopher

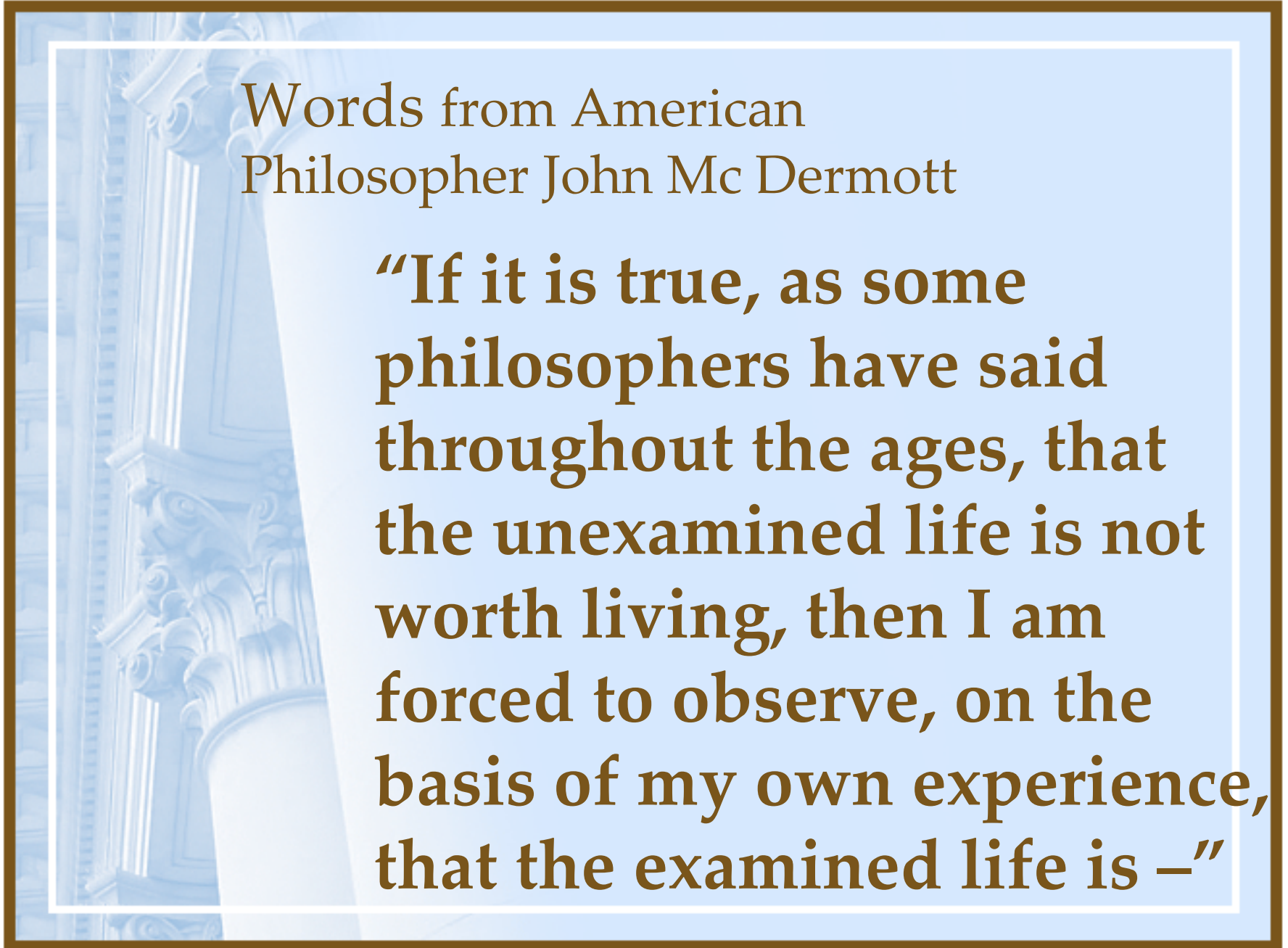
**“Make no mistake, the  
normative authority of  
the United States of  
America is in ruins!”**

From his book, “The Divided West”



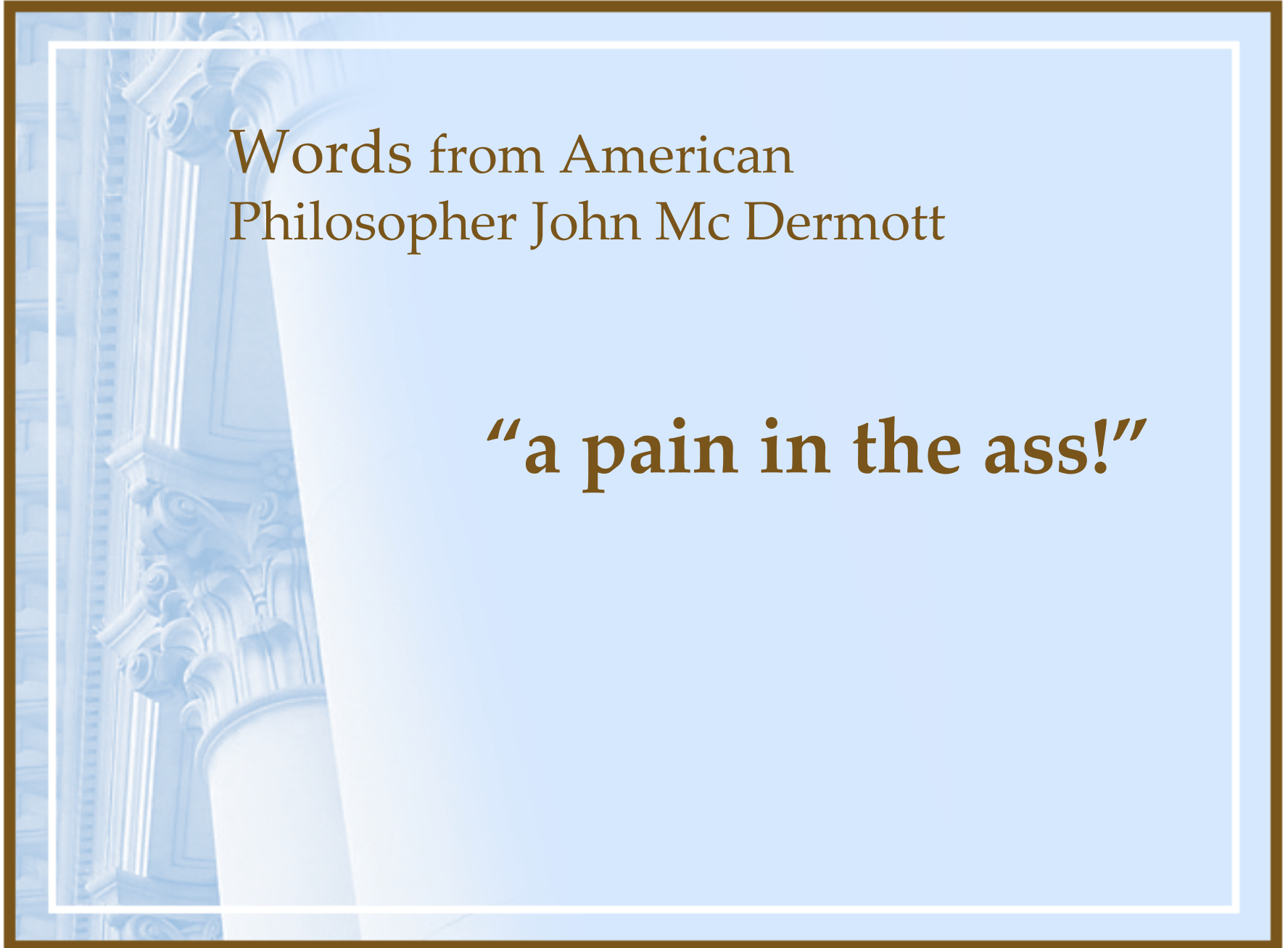
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Words from American  
Philosopher John Mc Dermott

**“If it is true, as some philosophers have said throughout the ages, that the unexamined life is not worth living, then I am forced to observe, on the basis of my own experience, that the examined life is –”**

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Words from American  
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**“a pain in the ass!”**



# Foundational Values

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  - Mercy
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