

## Special Video Report Transcript

Headline: Molly Coye of UCLA Discusses Innovative Ways  
To Improve the Value of Health Care Services

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Molly Coye, chief innovation officer for UCLA

"I'm the chief innovation officer for UCLA, which is a newly created position. I just started last fall. The UCLA health system are the hospitals and the clinics, the faculty practice plan -- so it's all the health services that the UCLA system delivers. And the chief innovation officer is responsible for helping them at the executive level figure out what kind of health transformation they need to undergo, how they want to deliver the services in the next two years, five years, ten years."

"Our chief goal is to improve the value of health services at UCLA. And what that means is to improve the quality and accessibility of care for the cost or to, in some cases, diminish the cost of the services. And this is a stretch goal for any delivery system, particularly for the complexities of an academic system, but everyone in health care today knows that we've got to improve the value of all the services we offer."

"There are so many opportunities in every health system that it really is a challenge to figure out where to start. I think that maybe the most important theme to emphasize is that we know we need to move care upstream. We need to move more care out of the hospital setting and into specialty outpatient care, from specialty outpatient care into primary care. But most importantly, we need to reach populations before they even have to go to a primary care setting, because a lot of the health can be enhanced or preserved without direct contact with a clinic or institutional setting."

"One of the definitions that we're using for innovation is not the invention of something entirely new but the adoption at scale of interventions that have been shown to be effective. So we know very well from the Veterans Administration, for example, that you can care for people with chronic conditions -- and the Veterans Administration does this for individuals with more than 30 different chronic conditions, including behavioral health -- we can care for them very well in the community, in their homes, in their living setting with remote monitoring devices and behavioral support and behavioral coaching and really drastically reduce the need for primary care visits, for emergency room visits, for SNF days, for hospital stays. So that's an example of a very important innovation, and we will just be one among many others that have been working on this."

"What's been wonderful about working at UCLA is the enthusiasm and the excitement about redesigning health services and using evidence and newly emerging technologies

and services as the basis for that has been unbridled. I have really had a terrific time, and I came there after 10 years working on emerging technologies and services, so I expected to encounter a lot more resistance. But it's been a very welcoming and exciting environment."