A Population Health Journey – Transformation to Patient Centered Care

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SSM Health – Our System

- 20 SSM Hospitals (19 adult & 1 pediatric)
- 39 Affiliate Hospitals
- 2 Long-term Care Centers
- 1 Managed Hospital
- 36 Pediatric Affiliates, Telehealth & Clinic sites
- 22 Convenient Care Locations**
- SSM Service Area
Learning Objectives

Upon completion of this activity, participants should be able to:

• Assess their patient centered care approach
• Design a care management department structure
• Utilize best practices for implementing a transitional care program and a risk adjustment strategy
• Describe the health technology needed to effectively care for populations
• Describe the ROI that can be achieved
Our Patient Centered Journey

2007-2008

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Where We Began...

2007-2008

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Where We Began – Lessons Learned

2007-2008

Standardization is ...

The consistency of the work sequence.

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Early Milestones

2009

- 1st Shared Savings Agreements with Medicare Advantage plans
- Focus on Risk Adjustment
Early Milestones - Lessons Learned

2009

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Early Milestones

2010

MEASURE SUCCESS

Developed and released first Medical Group Clinical Quality Reports – Diabetes Dashboards
Early Milestones - Lessons Learned

2010

• Communication!
• Accurate Portrait of Quality
• You can’t make everyone happy

"There is only one way to avoid criticism: do nothing, say nothing, and be nothing."

– Aristotle
Early Milestones

2011

• Development of Integrated Delivery Network
• Expanded PCP Quality Reporting
• Began planning for IOCP – Intensive Outpatient Care Program (Care Coordination pilot with Boeing / UHC)
Early Milestones - Lesson Learned

2011

- Need for Subject Matter Expertise
- Inability to implement the strategy
  - Need for infrastructure
  - Need for focused leadership

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Launched: 2012

- Focus on Care Coordination
  - IOCP Implementation & Roll Out
  - Planning for internal Employee Health Plan pilot
  - Care Management Infrastructure
- Medicare Advantage Risk Adjustment Model
Key Milestone - Take Off!

Launched: 2012

- Dedicated leadership for Value Based Care & Integrated Care Delivery
- Growth & Access Strategy
  - Urgent Care
- Expanded Quality Metrics to OBYN
Take Off - Lessons Learned

2012

- Need for expanded infrastructure
- Increased need for analytics
- Focused leadership accelerated change
- Leadership and direction for Care Management
Pivotal Milestones

2013

- Physician Leadership
- Value Based Contracts
- Coordinated Care Program
- PCMH
- System Initiatives

*piv·ot·al*

/ˈpivətl/

*adjective*

1. of crucial importance in relation to the development or success of something else.
Physician Leadership

2013

- Hired Physician President for SSM Health Medical Group
- Established CMO role for SSM Health Medical Group
- Established Physician Advisor Program
Value Based Contracts

2013

• Submission and Approval of CMS MSSP ACO
• Expanded HCC coding process to North region
Coordinated Care

2013

• EHP Implementation and Enrollment
• Hired Director of Ambulatory Care Coordination
• Hired 6 additional Care Managers (12 total)
• Transitions of Care Management Pilot
• Case Management Scheduling Pilot
• Risk Analytics
Patient Centered Primary Care Redesign

2013

- NCQA PCMH Implementation Planning and Change Management
  - Primary Care Redesign
  - Standard Rooming Process
  - Policy and Procedure Development
  - Reporting

- Increased Focus on Patient Experience

- Expanded Access
  - MyChart Direct Scheduling
  - Urgent Care Expansion
System Initiatives

2013

• SSM Health – Dean Merger

• Began Provider Based Billing (PBB) implementation

• Reorganization & Reduction in Force
Pivotal Milestones - Lessons Learned

- Physician Leadership enhanced communication & buy in
- Central / consistent leadership and management for Care Coordination
- Build care management – physician relationships
- Involve care delivery in contract discussions
- Risk stratification
Pivotal Milestones - Lessons Learned

2013

• Value of a Focused Multi-Disciplinary Team Approach for Primary Care Redesign
  ▪ Change Management
  ▪ Building Processes
  ▪ Designing Epic based on workflow vs workflow based on Epic
Transforming Milestones

- Physician Leadership & Governance
- PCMH
- Quality
- Value Based Contracts
- Coordinated Care

2014
Physician Leadership & Governance

2014

• Single, consolidated Medical Group Board of Directors and Regions

• Deployed Board Task Forces
  ▪ Financial Performance
  ▪ Transition to Value – Clinical Quality
  ▪ Growth and Access

• Hired Full Time Medical Director of Quality, Informatics, Care Transformation and Population Health

• Created Clinical Departments
Patient Centered Primary Care Redesign

2014

- Retail Partnership
- SSM Direct
- PCMH Implementation, Training, Application and Recognition

Walgreens

Welcome Home!
All SSM Health Medical Group primary care practices are nationally recognized as Patient-Centered Medical Homes at the highest level attainable.

SSM Health
Medical Group

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Quality Metrics

- Created Consolidated PCP Dashboard
  - Quality Metrics
  - Productivity Metrics
  - Patient Experience
- Created Pediatric Dashboard

2014

...is everyone’s responsibility.

(Deming, W. Edwards)
Value Based Contracts

- MSSP ACO – Year 1
- Narrow Network Contract with Coventry
- Anthem Enhanced Personal Health Plan
- Large Direct to Employer RFP and Analysis
- Created centralized department of Care Coordination Specialists (HCC Coding)
Coordinated Care

- Evolution of Care Management Strategy
- Transitions of Care
- Team Building Across Continuum of Care
- Staff turnover
Evolution of Care Management Strategy
Transforming - Lessons Learned

- Understand Customer Needs
- Contract Analysis
- Make it easy!
- You can manage what you can measure

2014
Transforming - Lessons Learned

• Power of Effective Change Management
• Get the right people on board
• Develop relationships across the continuum of care
Transforming - Milestones

- Physician Leadership & Governance
- PCMH
- Quality
- Value Based Contracts
- Care Coordination
Physician Leadership & Governance

- Created Joint Physician Leadership Council (JPLC) with SLUCare
- Established Triple Aim Committee
- Created Department of Surgery
- Increased Provider Recruitment & Onboarding
  - 34 APCs
  - 34 PCPs
  - 28 Specialists
Patient Centered Primary Care Redesign

• Implemented Centralized Call Center
• 5 Successful TJC Surveys
• Patient Experience Focus

2015
Patient Centered Primary Care Redesign

• HIE / Medication Reconciliation
  ▪ > 864,000 record exchanges
  ▪ > 49,000 diagnosis added to our problem lists
  ▪ > 560,000 medications added to our medication lists
  ▪ > 13,500 allergies added to the records of our patients

• Verbal Order Policy

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Quality Metrics

• TRANSPARENCY
  – Published Unblinded Consolidated Quality Dashboards on intranet

• Developed overall quality score

• Implemented quality improvement meetings

2015
Value Based Contracts

- MSSP ACO – Year 2
- 7 Value Based Contracts Total
- 101,000 lives covered
Care Coordination

- Team Expansion
  - Team Leader
  - 16 Care Managers (18 positions approved)
  - 8 Care Coordination Specialists
- Care Management Orientation Program
- Optum One Predictive Analytics for Outreach
- 1800+ TCM Visits in 2015
Transforming Milestones – Lessons Learned

- Rapid change necessary
- Transparency engages
- Messaging matters
- Compensation drives behavior
- Education leads to culture change
2016 and Beyond

- Increased Transparency for Patients
- Additional VBCs
- Moving into Risk
- MACRA
- Retail Strategy
- Virtual Health
RESULTS
Results – Quality

• 31 NCQA PCMH Recognized Sites!

• MSSP ACO Quality Metrics
  – Screening for Fall Risk: 83%
  – Tobacco Use & Cessation: 96.53%
  – Depression Screening: 79%

• Successful HEDIS/STARS Quality Incentives
Results – CHF Readmissions

2014 - Success with Focus

- RN Care Managers Begin TCM Process
- Qlikview Available
- All SSM Medical Group Summit
- 2015 Goal [VALUE]

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Results – CHF Readmissions

2015 – Finding Opportunities for Improvement

Monthly percentages

CHF Readmission Percentages

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Results – Risk Adjustment

Avg Risk Score by Population

- CHC
- UHC
- MSSP

2013 2014 2015
Results – Risk Adjustment

Undercoded HCC Opportunities

Diabetes HCC Opportunities

Hemiplegia/Hemiparesis
Artificial Openings
Amputation Status
Protein – Calorie Malnutrition

Diabetes w/ Complications
Diabetes w/out Complications

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Results – Shared Savings

- Medicare Advantage
  - $1,811,837
- UHC / Boeing
  - Gross savings of $1,375,374
- Anthem
  - $551,143.20
- MSSP ACO
  - Savings of $1,062,781 – *did not meet minimum savings rate*
Overall Keys to Success

- Infrastructure
- Culture
- Physician leadership
- Communication & Education
- Effective change management
- Synergy amongst the parts of the whole
- Defined Roles and Responsibilities
- Know the rules of the game
Questions and Comments

ONE'S DESTINATION IS NEVER A PLACE, BUT A NEW WAY OF SEEING THINGS.