Pushing the Boundaries of Population Health Management: How University Hospitals Launched Three ACOs

July 26, 2013
American Hospital Association

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President, UH Accountable Care Organization

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Medical Director, UH Rainbow Care Connection
University Hospitals Introduction & Accountable Care Organization Background
University Hospitals Health System

• Founded in 1866, Not-for-Profit Entity

• University Hospitals Case Medical Center
  • Primary academic affiliate of CWRU School of Medicine
  • 2012 AHA-McKesson Quest for Quality Recipient

• UH Seidman Cancer Center

• UH Rainbow Babies & Children’s Hospital

• 5 Wholly-owned Community Medical Centers
  • 6 Locations
  • 2 Critical Access Hospitals

• 4,097 Affiliated Providers

• 20 Outpatient Centers

• Home Health Services

• Rehabilitation Hospital
University Hospitals
Path to Accountable Care
Top 25% accounted for 81% of Medicare Spending

MedPac analysis of 2008 data
Only 2% of Medicaid recipients account for 25% of program’s spending

Kaiser Commission for Medicaid and the Uninsured for Center for Health Care Strategies
University Hospitals
Accountable Care Organization
Strategy & Vision
UH ACO Strategy

• Achieve improved outcomes for patients of all ages:
  – Population health,
  – Patient experience of care, and
  – Cost of care

• Maximize value of high quality patient-centered care

• Remain ahead of the ‘health reform curve’

• Pilot new models of care delivery and reimbursement

• Leverage expanded system to coordinate care:
  – Large primary care network
  – Outpatient facilities
  – Technology
UH ACO: Foundational Components

- Pediatric Population
- Young Adult & Adult Population
- Senior Citizen Population

UH Case Medical Center
American Hospital Association – McKesson
Quest for Quality Prize®

*US News & World Report*
BEST CHILDREN’S HOSPITALS
2013 TOP 10 HOSPITAL SYSTEMS
VOTED BEST HOSPITALS
2013
UH ACO: Foundational Components

Primary Care Provider

Relationship-Based Care Management

ACO Clinical Care Coordinator

Integrated Technology & Processes

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<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategies</th>
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<tbody>
<tr>
<td>Improve Population Health</td>
<td>• Increase preventive care and wellness activities</td>
</tr>
<tr>
<td>Enhance Patient Experience of Care</td>
<td>• Expand clinical care protocols built around UH Centers of Excellence</td>
</tr>
<tr>
<td>Reduce And Control Cost of Care</td>
<td>• Coordinate care across health system</td>
</tr>
<tr>
<td></td>
<td>• Increase role of Primary Care Physician (PCP)</td>
</tr>
<tr>
<td></td>
<td>• Engage patients and families</td>
</tr>
<tr>
<td></td>
<td>• Deliver care in appropriate settings by appropriate providers</td>
</tr>
<tr>
<td></td>
<td>• Minimize waste &amp; duplication</td>
</tr>
</tbody>
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## UH ACO Models

<table>
<thead>
<tr>
<th>ACO Type</th>
<th>Pediatric ACO</th>
<th>Employee ACO</th>
<th>Medicare ACO</th>
</tr>
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<tbody>
<tr>
<td><strong>University Hospitals Rainbow Care Connection</strong></td>
<td><strong>University Hospitals Accountable Care Organization</strong></td>
<td><strong>University Hospitals Coordinated Care Organization</strong></td>
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<thead>
<tr>
<th><strong>ACO Type:</strong></th>
<th><strong>Pediatric ACO</strong></th>
<th><strong>Employee ACO</strong></th>
<th><strong>Medicare ACO</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Approximate Membership:</strong></td>
<td>68,000</td>
<td>24,000</td>
<td>42,000</td>
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<tr>
<td><strong>OH Medicaid Pediatric Beneficiaries</strong></td>
<td><strong>UH Employee Medical Plan Beneficiaries</strong></td>
<td><strong>Medicare Traditional Beneficiaries</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Start Date:</strong></td>
<td>July 1, 2012</td>
<td>September 2010</td>
<td>July 1, 2012</td>
</tr>
<tr>
<td><strong>Term:</strong></td>
<td>3 Years</td>
<td>Undefined</td>
<td>3.5 Years</td>
</tr>
<tr>
<td><strong>Sponsor:</strong></td>
<td>Center For Medicare &amp; Medicaid Innovation</td>
<td>University Hospitals Executive Leadership</td>
<td>Centers For Medicare &amp; Medicaid Services</td>
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</table>
UH ACO Governance

University Hospitals Accountable Care Organization

- University Hospitals Coordinated Care Organization
- Medicare ACO

- University Hospitals Rainbow Care Connection
- Pediatric ACO
# UH ACO Structural Components

<table>
<thead>
<tr>
<th>Network:</th>
<th>UH ACO Structural Components</th>
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<tbody>
<tr>
<td><strong>Network:</strong></td>
<td>University Hospitals</td>
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<tr>
<td></td>
<td>Rainbow Care Connection</td>
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<tr>
<td></td>
<td>University Hospitals</td>
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<td></td>
<td>Accountable Care Organization</td>
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<td></td>
<td>University Hospitals</td>
</tr>
<tr>
<td></td>
<td>Coordinated Care Organization</td>
</tr>
<tr>
<td>UH ACO Physician Network</td>
<td>UHACO Physician Network</td>
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<tr>
<td>Participating physician agreement</td>
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<table>
<thead>
<tr>
<th>Attribution:</th>
<th>UH ACO Structural Components</th>
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<tbody>
<tr>
<td><strong>Attribution:</strong></td>
<td>Assigned by Medicaid &amp; claims experience</td>
</tr>
<tr>
<td></td>
<td>Member enrollment &amp; claims experience in UHACO Network</td>
</tr>
<tr>
<td></td>
<td>Primary care services to Medicare FFS Beneficiary</td>
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</table>

<table>
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<tr>
<th>Incentives:</th>
<th>UH ACO Structural Components</th>
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<tr>
<td><strong>Incentives:</strong></td>
<td>Scorecard-based incentives to pediatric physicians</td>
</tr>
<tr>
<td></td>
<td>Insurance plan design for members &amp; Scorecard-based shared savings for providers</td>
</tr>
<tr>
<td></td>
<td>Scorecard-based shared savings for distribution to participants</td>
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</table>

<table>
<thead>
<tr>
<th>Quality Metrics:</th>
<th>UH ACO Structural Components</th>
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<tr>
<td><strong>Quality Metrics:</strong></td>
<td>Self-defined &amp; agreed upon with CMMI</td>
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<tr>
<td></td>
<td>Self-defined: HEDIS, NCQA, CMS based</td>
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<tr>
<td></td>
<td>Pre-defined by CMS</td>
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Employee ACO:
UH Accountable Care Organization
<table>
<thead>
<tr>
<th>Informal Name:</th>
<th>Employee ACO</th>
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<tr>
<td>Approximate Membership:</td>
<td>24,000</td>
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<td>University Hospitals Executive Leadership</td>
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UH Accountable Care Organization: Employee ACO

• Foundation of ACO
  – Strategy,
  – Governance, and
  – Infrastructure

• Focus:
  – Improve quality of care for employees
  – Increase wellness program participation
  – Change cost trend
  – Identify population health improvement opportunities
UH ACO – Wellness Incentives & Programs

• Premium payments for health and wellness activities
  – Up to $1200 per family/per year
  – Identification of Primary Care Physician

• Not hiring tobacco users & premium increase for current employees who use tobacco

• Fully covered tobacco cessation programs & products

• Voluntary health assessments & biometric screenings

• Fully covered preventative health benefits

• Innovative Wellness Programs:
  – Activity-based challenges
  – UH OptiWeight™
UH OptiWeight

- 12 Week (10 session) Program
- Weight loss & maintenance
- Mindful eating & nutrition knowledge
- Increase activity level

UH OptiWeight Teen

- New virtual program for teenagers
- Online community to educate & motivate
- One-on-one sessions with OptiWeight coaches
UH Employee Health Spend
PMPM and % Change

-4%
-2%
0%
2%
4%
6%
8%
10%
12%
14%
16%
18%
PMPM % Change


-4% 14% 16% 18%
6% 12% 14% 16%
0% 2% 4% 6%
0% 4% 8% 12%
$0 $50 $100 $150 $200 $250 $300 $350 $400 $450
Pediatric ACO:
UH Rainbow Care Connection
<table>
<thead>
<tr>
<th>Informal Name:</th>
<th>Pediatric ACO Type Model</th>
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<tbody>
<tr>
<td><strong>Approximate Membership:</strong></td>
<td>68,000</td>
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<tr>
<td><strong>OH Medicaid Pediatric Beneficiaries:</strong></td>
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<tr>
<td><strong>Start Date:</strong></td>
<td>July 1, 2012</td>
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<tr>
<td><strong>Term:</strong></td>
<td>3 Years</td>
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<tr>
<td><strong>Sponsor:</strong></td>
<td>Center For Medicare &amp; Medicaid Innovation</td>
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</table>
Health Care Innovation Award*

• $12.7 million over 3 years for the Physician Extension Team (“PET”)

• Began July 1, 2012

• 38 new FTE fully grant funded

• Aim to involve 120-140 primary care providers

• 65,000 Medicaid enrollees and ~120,000 commercially insured

*The project described is supported by Funding Opportunity Number CMS-1C1-12-0001 from Centers for Medicare and Medicaid Services, Center for Medicare and Medicaid Innovation. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the Department of Health & Human Services or any of its agencies.
Program Goals

1. Improve quality of care delivered in primary care practices

2. Improve health and quality of care delivered to children with complex chronic conditions (CCC)

3. Improve access and functionality of children with behavioral health problems

4. Decrease avoidable ED visits

5. Create a sustainable model
Pediatric ACO Programs

Structural Programs
1. Physician Network
2. Shared Savings
3. Population Health & Care Gap Analysis

Clinical Programs
4. Practice-Tailored Facilitation
5. Children with Complex Chronic Conditions
6. Integrated Behavior Health Services
7. Telehealth
8. Outreach

UH RCC (Network)  PET (Clinical)
ACO Structural Programs

Provider Network
- Geographic Strategy
  - Broad patient access
  - 7 counties in NE Ohio
- Incentive Payments
  - Quality
  - Access
  - Care coordination

Shared Savings
- Contract with Payers
- Coordination of Opportunities
  - Physicians
  - Patients
  - Quality
- Shared Savings Program

Population Health & Care Gap Analysis
- Complete Cost of Care
- Utilization Patterns
- Quality Gap Targets
Clinical Operational Programs

Practice-Tailored Facilitation
- Check-up for Quality
- Education
- Customization
- Improved Access
- Improved Care Coordination

Children with Complex Chronic Conditions
- Integrated Care Team
  - Physician Oversight
  - Nurse
  - Social Worker
  - Dietitian
  - Family Care Advocate

Integrated Behavior Health Services
- Office Based Psychiatric Social Worker
- Psychiatric Telephone Consults
- Access & Referral Program
- ED Crisis Social Worker Intervention

Patient Outreach
- Global Outreach
  - Find a PCP, Develop A Relationship
  - Appropriate Use of ED
- Targeted Outreach
  - Avoidable ED Visits
  - Preventative Care Visits

Telehealth Services
- 24/7 3-tiered Telephone Medical Team Access
- Home Alert Video Hotline
- Telepsychiatry
- Community Telehealth Hubs
Telehealth Programs

- Triage/Advice
- E.D. Follow-up
- Video Alert Hotlines
- Telepsychiatry
- Telemedicine Hubs

Nurse
- 1\textsuperscript{st} Triage
- 2\textsuperscript{nd} Rx Authority

Psychiatric Social Worker

Provider
- Phone or Telemedicine
- 3\textsuperscript{rd} Triage

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Rainbow Babies & Children's Hospital to use HealthSpot's telemedicine stations to move patients with minor ailments out of the ER
UH Rainbow Babies & Children’s Hospital HealthSpot™ Station

University Hospitals

Rainbow Babies & Children’s Hospital
## UH RCC Score Card

<table>
<thead>
<tr>
<th><strong>Primary Aim</strong></th>
<th><strong>Metric</strong></th>
<th><strong>Period</strong></th>
<th><strong>Goal</strong></th>
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<tbody>
<tr>
<td><strong>PCP Adherence with Key National Quality Measures</strong></td>
<td>% of Network Practices Attaining All Quality Targets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% Change in Pharmacy Spend</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Assure Sustainability</strong></td>
<td>% Change in Network PMPM</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% Net Savings</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>ED Utilization</strong></td>
<td>% Change Network ED Visits</td>
<td>-</td>
<td>-</td>
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<tr>
<td></td>
<td>% Frequent Utilizers</td>
<td>-</td>
<td>-</td>
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<tr>
<td></td>
<td># Telemedicine Visits</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Children with Complex Chronic Conditions</strong></td>
<td># of Children Enrolled</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% Change in PMPM Spend</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>% Change in Hospitalization Rate</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Integrated Behavioral Health Services</strong></td>
<td># Children Served</td>
<td>-</td>
<td>-</td>
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Medicare ACO
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<td><strong>Approximate Membership:</strong></td>
<td>42,000 Medicare Traditional Beneficiaries</td>
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<td><strong>Term:</strong></td>
<td>3.5 Years</td>
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</tr>
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</table>
UH Coordinated Care Organization: Medicare ACO

• One of largest Medicare ACO populations in country

• Focus:

Leveraging nationally recognized integrated health delivery system to achieve improved population health, patient experience of care, and cost of care.
UH Coordinated Care Organization: Medicare ACO Beneficiary Outreach

Centralized and practice-based team focused on coordinating care for ACO populations:

- RN Case Managers
- Provider Liaisons
- Outreach Coordinators
- Medical Assistants (Embedded in practice)

Flowchart:
- Analyze Population
  - Introduce ACO
  - Establish Relationship
  - Manage & Coordinate Care
UH Coordinated Care Organization: Medicare ACO Beneficiary Outreach

• Identify & establish relationship with Medicare ACO beneficiaries
  – Based on data analytics and
  – Input from primary care providers

• Identify gaps in care:
  – Preventive Care and Wellness
  – Medicare Quality Indicators

• Outreach to assist with scheduling and adherence

• Coordinate care across continuum
Education

• Distribute welcome letters
• Facilitate telephonic member outreach

Lack of Primary Care Provider

• Analyze claims and provider network
• Outreach to member
• Assist with scheduling
• Follow up with provider

Gap in Care & Inappropriate Care

Provider Visit Follow-Up

• Outreach to member
• Assist with scheduling
• Coordinate care and/or other services

UH Coordinated Care Organization: Medicare ACO Beneficiary Outreach
UH ACO Elements of Success

• Build upon established community presence
• Focus on quality
• Enhance patient and provider connectivity
  – Empower patients
  – Coordinate among providers
  – Address gaps in care
• Design services to meet needs across the population

Pediatric  Young Adult & Adult  Senior
Questions & Discussion