Population Health Comprehensive Track “Swap meet”

June 30, 2016
Center of Care Innovations
• Putting it all together - *TA structure for CP3*

• Achieve better patient outcomes — *high leverage changes for care delivery transformation*

• Understand, test, spread/scale — *three step approach for strengthening, spreading and sustaining effective care processes and systems*

• Pre-work detox — *learn from your peers*

• Insights and Questions — *what themes do you see? What questions do you have?*
Goal: success in APM

Aims:
- High value health care
- Joy in practice

Tactics that work

Secondary Drivers

- Care delivery transformation
- Financial efficiency
- Technology - data driven decisions
- Engaged Leadership
- Learning Organization

Comp Track
- Low intensity track

TA Trainings, TBD

HP collab meetings
- Data reconciliation support

Monthly check ins
- Steering Committee
- Informal groups

Trainings, TA TBD
- Chge mgmt.
- webinars
- Monthly check ins

Foundation: meet regulatory requirements, financial viability, communication systems, quality improvement approach
Comprehensive Track Areas of Focus

Team Based Care
- Teamwork & Task work

Planned Care
- Prepared Team Activated Patient

Population Management
- Identify & Segment Populations
- Patient Outreach
Our Three Step Approach

1. Understand & Set Aims
   1) Identify most pressing opportunities
   2) Test assumptions
   3) Set Aims

2. Identify Changes & Test
   4) Brainstorm solutions
   5) Use PDSAs to learn what works
   6) Monitor early indicators for learning purposes.

3. Sustain & Spread Planning
   6) Identify changes to sustain, spread and scale
Pre-work detox

- **Creating a clear vision**
- **Understanding current state**
- **Identify priorities**
- **Draft aims**
- **Care transformation team**

- Anita Zamora, RN, MSN, CNS, Chief Operations Officer, Venice Family Clinic
- Melissa Rombaoa, MPH, Operations Strategist, Office of Managed Care, San Mateo Medical Center
- Aileen Barandas, Chief Quality Officer, CommuniCare
- Wendy Jameson, CP3 Coach, Ole Health
San Mateo Medical Center
Benefits of Transformed Care Teams

1. ACCESS
   • By transforming care teams, we expand provider capacity to take care of more patients; approximately 500 more lives per 1.0 FTE provider
   • All staff are empowered to work at the top of their license
   • Patients receive timely and appropriate care by the appropriate care team member

2. QUALITY
   • Transition to Population Health Management
   • Improves care for chronic conditions
   • Reduces expensive, unnecessary hospital admissions and ED Visits

3. VALUE BASED PAYMENT INITIATIVES (APM, PRIME, GPP)
   • Financial incentives to achieve performance targets in the domains of Outpatient Delivery System Transformation and Prevention, Targeted High-Risk or High-Cost Populations, and Resource Utilization Efficiency
   • Encourages a shift away from cost-based, hospital-centric models of care, through financial incentives to provide cost-effective primary and specialty care
## San Mateo Medical Center – Initiative Alignment

<table>
<thead>
<tr>
<th>PCMH MUST PASS ELEMENTS &amp; CRITICAL FACTOR</th>
<th>Other Factors for Must Pass (PCMH)</th>
<th>PRIME</th>
<th>CP3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1a. Patient-Centered Appointment Access</strong></td>
<td>1. Providing same-day appointments for routine and urgent care 2. Providing routine and urgent-care appointments outside regular business hours 3. Providing alternative types of clinical encounters 4. Availability of appointments 5. Monitoring no-show rates 6. Acting on identified opportunities to improve access</td>
<td>Alternative Appointments - The org’s EHR supports management and tracking of alternative encounters</td>
<td><strong>COA</strong></td>
</tr>
<tr>
<td><strong>CRITICAL FACTOR: Providing same-day appointments for routine and urgent care</strong></td>
<td><strong>3</strong></td>
<td><strong>4</strong></td>
<td><strong>1</strong></td>
</tr>
<tr>
<td>Enhanced Access (Extended weekday/weekend hours)</td>
<td></td>
<td>Enhanced Access (Extended weekday/weekend hours)</td>
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</tr>
<tr>
<td>Timely Services - flexibility to deliver all necessary services in a timely and efficient manner</td>
<td></td>
<td>Timely Services - flexibility to deliver all necessary services in a timely and efficient manner</td>
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</tr>
<tr>
<td><strong>1b. 24/7</strong></td>
<td>24/7 Access to care</td>
<td><strong>3</strong></td>
<td><strong>2</strong></td>
</tr>
<tr>
<td><strong>CRITICAL FACTOR: Provide timely clinical advice by telephone</strong></td>
<td></td>
<td><strong>3</strong></td>
<td><strong>2</strong></td>
</tr>
<tr>
<td><strong>2d. The Practice Team</strong></td>
<td>Screening for Clinical Depression and Follow-up, Depression Remission at 12 months, HbA1c Poor Control (&gt;9.0%), Screening for Substance Abuse, Care Coordinator Assignment, Tobacco Assessment and Counseling, Documented REAL and SGO/GI data, Disparity Reduction,</td>
<td>Practice Transformation - implemented practice</td>
<td><strong>3</strong></td>
</tr>
<tr>
<td><strong>CRITICAL FACTOR: Hold scheduled patient care team meetings or a structured communication process focused on individual patient care</strong></td>
<td></td>
<td>Practice Transformation - implemented practice</td>
<td><strong>3</strong></td>
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<tr>
<td></td>
<td>Communications by CEO &amp; EMT</td>
<td></td>
<td><strong>3</strong></td>
</tr>
<tr>
<td></td>
<td>Staff Engagement - major initiatives actively engage all relevant departments and staff</td>
<td></td>
<td><strong>3</strong></td>
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<tr>
<td></td>
<td>Partnerships (Organizational leadership develops partnerships to leverage alternative payment opportunities)</td>
<td></td>
<td><strong>3</strong></td>
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<tr>
<td></td>
<td>Phone system</td>
<td></td>
<td><strong>5</strong></td>
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<tr>
<td></td>
<td>NP/PA Usage - perform key clinical service roles that match their abilities and credentials</td>
<td></td>
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<tr>
<td></td>
<td>Workflow Review</td>
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OLE Health
Aligning Priorities & Building Transformation Teams

Developed by Alicia Hardy, Deputy CEO & Simone Leask, Business Intelligence Manager

Presented by Wendy Jameson, CP3 Coach
On CP3 Comprehensive Track Webinar
June 30, 2016
Understanding Current State to ID Priorities

OLE Health Strategic Plan Update

APM Readiness Checklist Completed by:
• 3 site managers & associate medical directors
• Top administrators
• Data, IT and QI staff

Inventory of Current Improvement Work
CP3 WORKPLAN DEVELOPMENT

Guiding Criteria:

- Does this tactic address a domain we identified as needing work (scored a level 1 or 2 on Readiness Checklist)?
- Is accomplishing this tactic foundational to APM success?
- Does this tactic align with OLE’s vision and FY16-17 strategic plan?
- Will this tactic support the completion of essential work that is already in progress?
**CP3 6-9 MONTH DOMAINS & TACTICS**

**Domain: Leadership**
- **STRATEGIC PLAN FOR APM**
  Executive team, with clinical leaders, develops plan to monitor progress of tactics for transitioning to alternative payment models.

**Domain: Learning Organization**
- **QI STRATEGY**
  Organization to develop and implement quality improvement plan with activities that are based on a proven improvement strategy in reaction to specific problems.

**Domain: Patient Centered Care**
- **STANDARDIZED WORKFLOWS**
  Organization to document workflows for care teams and utilize workflows to standardize practice.

**Domain: Technology & Population Health Management**
- **LAB & DIAGNOSTIC TEST TRACKING**
  Organization to work with EHR vendor and/or EHR user group to develop understanding of capacity of EHR to support tracking of outstanding tests; develop work plan to implement that capacity.

- **ALTERNATIVE ENCOUNTER TRACKING**
  Standardize coding for non-PCP encounters currently provided, to better document current alternative encounters, increase potential revenue, and build foundation for additional alternative encounters.

**Domain: Communication Strategy**
- Leadership develops communication plan that includes list of standing meetings with meeting participants and agenda topics, email communication guidelines etc. All staff members participate in training on communication skills.

**Domain: Shared QI Goals & Objectives**
- Organization to communicate goals and objectives for quality improvement with staff.
Aligning Internal Workplan & External TA

APM Pilot

- Vehicle to Achieve Vision of Proactive, Patient-Centered, Value-Based Care

CP3 Comprehensive Track TA Program

- Foundational support as OLE prepares to succeed in APM
Thank You
Insights and questions

• What insights do you have from today’s webinar?
• What questions do you have?
• Where would you like to go deeper?
Program reminders

• Identify Transformation Team prior to July 21 onsite meeting

• Bring pre-work to July 21 – Storyboard
  – Who’s on your team?
  – 3-5 draft aims for targeted priorities
  – Nuggets and challenges from “understanding and Setting Aims”
  – Some questions to help gauge current state of team-based care

• Register for July 21 onsite meeting by July 15th
Tips and tools – Current state
# Tips and tools – Prioritization

## Decision Matrix

**What big projects should we do this year?**

Revised July 24, 2013, Author: Dean Ziegler

### Alternatives

<table>
<thead>
<tr>
<th>Imp</th>
<th>Objectives</th>
<th>Open a new branch office</th>
<th>Expand current facility</th>
<th>Develop and launch Product A</th>
<th>Develop and launch Product B</th>
<th>Develop and launch Product C</th>
<th>Hire &amp; monitor new Value Stream Manager for Product Family D</th>
<th>Expand continuous improvement with SystemX2Wmp template</th>
<th>Rent a bigger than ever holiday party</th>
<th>Comments</th>
<th>Sum = 100</th>
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<tr>
<td>0.05</td>
<td>Delight our biggest customer</td>
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<td>9.09</td>
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<td>7.96</td>
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<td>16.46</td>
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### Scores - Adjusted

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<th>Alternatives</th>
<th>Raw Score</th>
<th>Adjusted Score</th>
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<td>Release product to compete with X rave</td>
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<td>Increase market share in East region</td>
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<td>Leverage our strength - speed of delivery</td>
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<tr>
<td>Increase profitability</td>
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### Our Priority Ranking

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<tr>
<th>Alternatives</th>
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### Comments