

Northwest Alliance: Improving Health, Experience and Affordability in the Northwest Metro

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Agenda

Northwest Alliance Background

Improving Health in the Northwest Metro

Northwest Alliance Triple Aim Results and Destination

Recommendations

Feedback and Questions

HealthPartners

- Not-for-profit, consumer-governed
- Integrated care and financing system
- A team of 22,500 people
- Health plan
 - 1.4 million health and dental members in Minnesota and surrounding states
- Medical Clinics – 50 primary care clinics and 55 medical and surgical specialties
 - Multi-payer with over 1 million patients
 - 1,700 physicians
- Seven hospitals - 1,027 beds
- Dental Clinics - 60 dentists in 21 locations



Allina Health

- Largest Healthcare System in the Twin Cities

- 12 hospitals - 1,812 beds
- 90+ Allina Health Clinics
- 15 community pharmacies
- Specialty Operations: Transportation, Pharmacy, Lab, Homecare/Hospice
- Over 26,000 employees
- Not-for-profit

- Key statistics

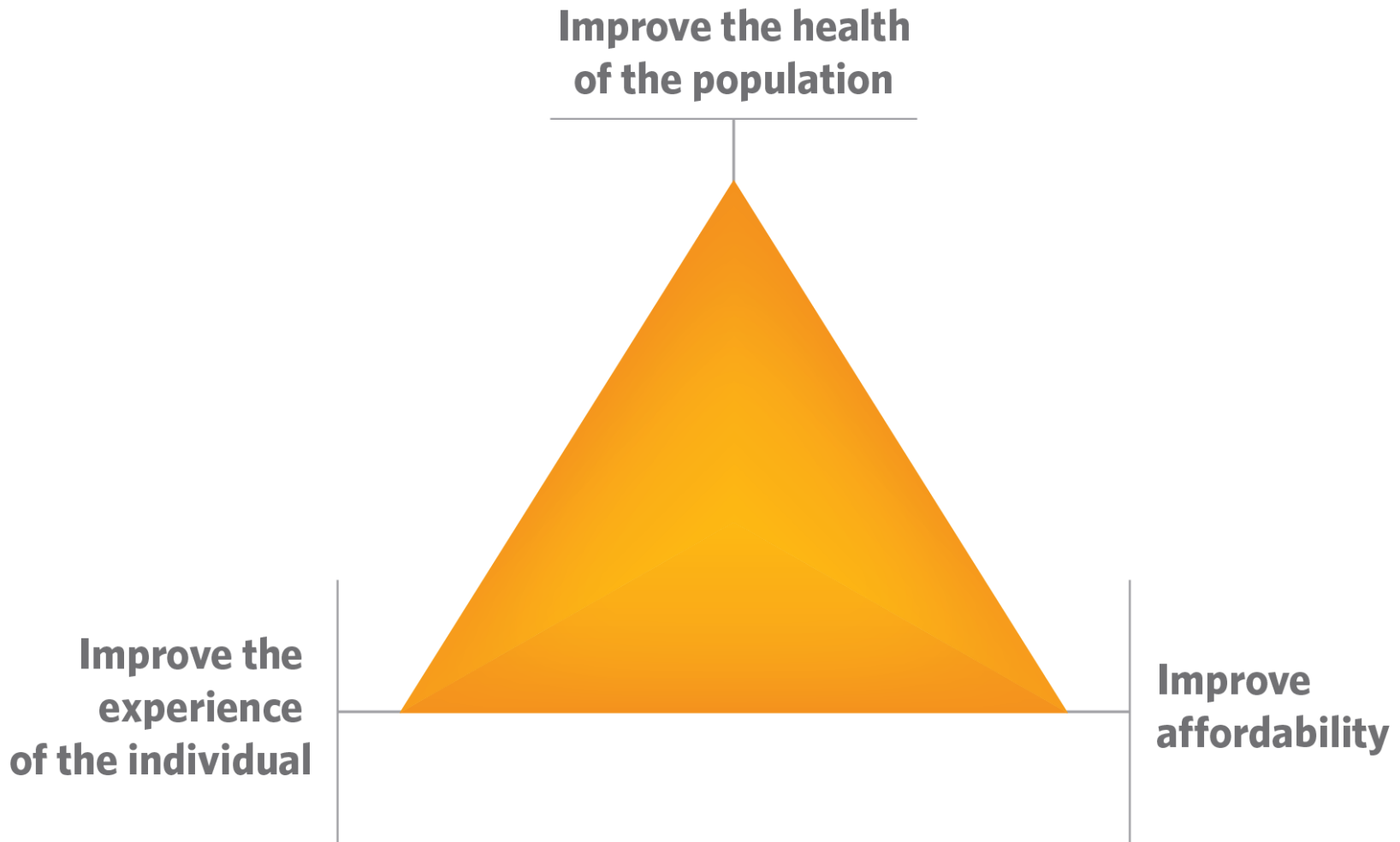
- \$3.4 billion in revenue
- 112,973 inpatient admissions
- 3.3 million clinic visits



This map shows the Minneapolis-St. Paul metropolitan area and surrounding regions. A red rectangle highlights the Cedar Creek Conservation Area and the surrounding area, including Ramsey, Anoka, and Coon Rapids. The map includes major highways, cities, and geographical features like the Mississippi River and various lakes.



Northwest Metro Alliance Triple Aim Destination



Northwest Alliance Background

- HealthPartners and Allina Health care for nearly 300,000 people in the Northwest Metro together.
- Long-term agreement to enable strategic integration and partnership in the Northwest Metro
- Align and improve clinical strategies between primary care, the hospital and specialty care
- Serves as a learning lab for Accountable Care to move forward the Triple Aim
- Economic integration optimizes the performance of capital intensive services and moderate total cost of care

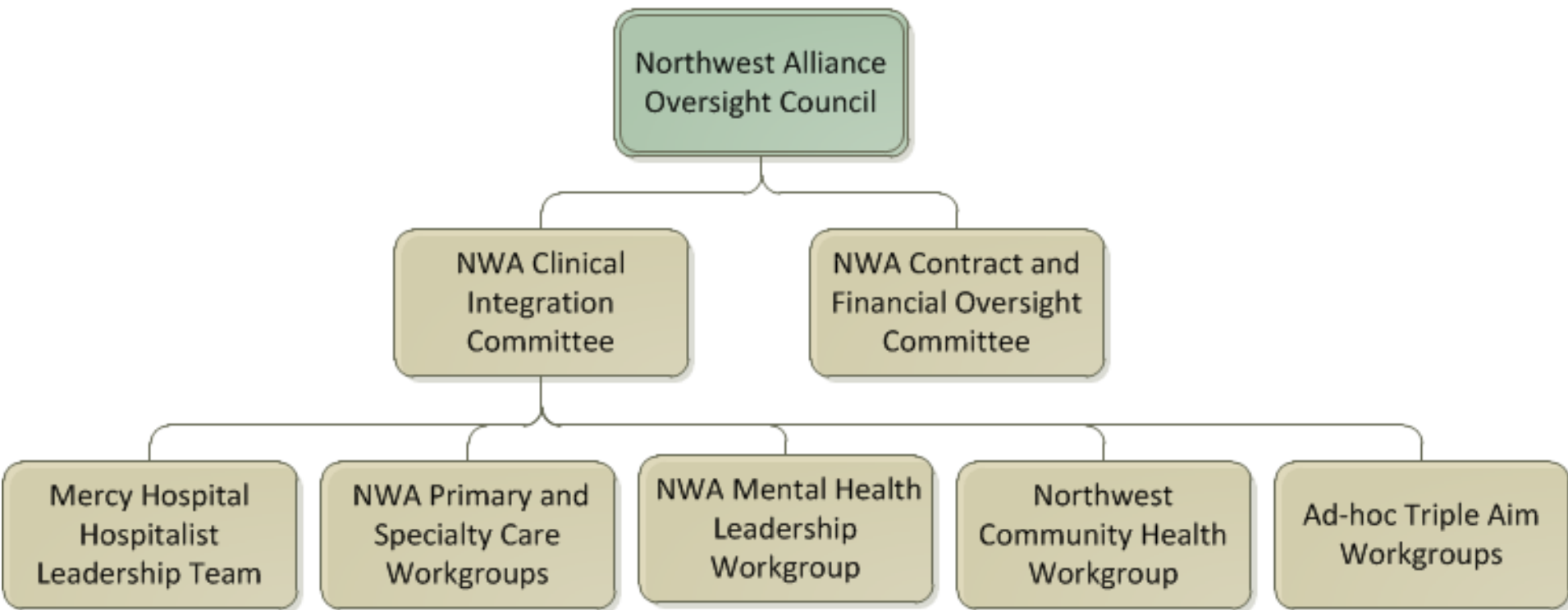
Critical shift in mindset from competition to cooperation

Northwest Alliance Team

- Mercy Hospital: inpatient and outpatient services
- Allina Health Clinics: Coon Rapids, Women's Health at Coon Rapids, Champlin, Elk River, and Ramsey
- HealthPartners Medical Group Clinics: Coon Rapids, Andover, Anoka, and Elk River
- Specialty Care in the Northwest Metro
- Northwest Alliance impacting population of over 300,000
 - Commercial HealthPartners members attributed to Allina and HealthPartners clinics
 - Medicaid patients part of Minnesota's ACO Model Pilot attributed to Northwest Alliance Allina and HealthPartners clinics
 - Medicare Pioneer ACO population for Allina Health clinics

Northwest Alliance Governance Structure

Northwest Alliance Background



Drivers of Health Care Costs

- Health Behaviors
- Chronic Diseases and Aging Population
- Payment Systems: Volume versus Rewarding Efficiency and Population Health
- Care Integration: Episodic Care and Fragmentation in Care Delivery
- Quality and Evidence-Based Medicine
- New Drugs, Technologies, Services and Procedures
- No Single Solution: Opportunities Across Continuum of Care

2014 Northwest Alliance Focus Areas

Improving Health in the Northwest Metro

- Prevention and Community Health Initiatives
- Care Integration Initiatives
- Care Management and Coordination
- Primary Care Access and Affordability Engagement
- Specialty Care Partnerships in Northwest Metro
- Continuum of Care and Alternative Venues of Care
- Mental Health Continuum of Care
- Pain Management in Northwest Metro
- Continued engagement of physicians, staff and leaders

Integrated Continuum of Care

Improving Health in the Northwest Metro

Prevention



ALLINA
MEDICAL
CLINIC



Specialty Care

Home and Community
Services



Mercy Hospital

2014 Northwest Alliance Triple Aim Initiatives

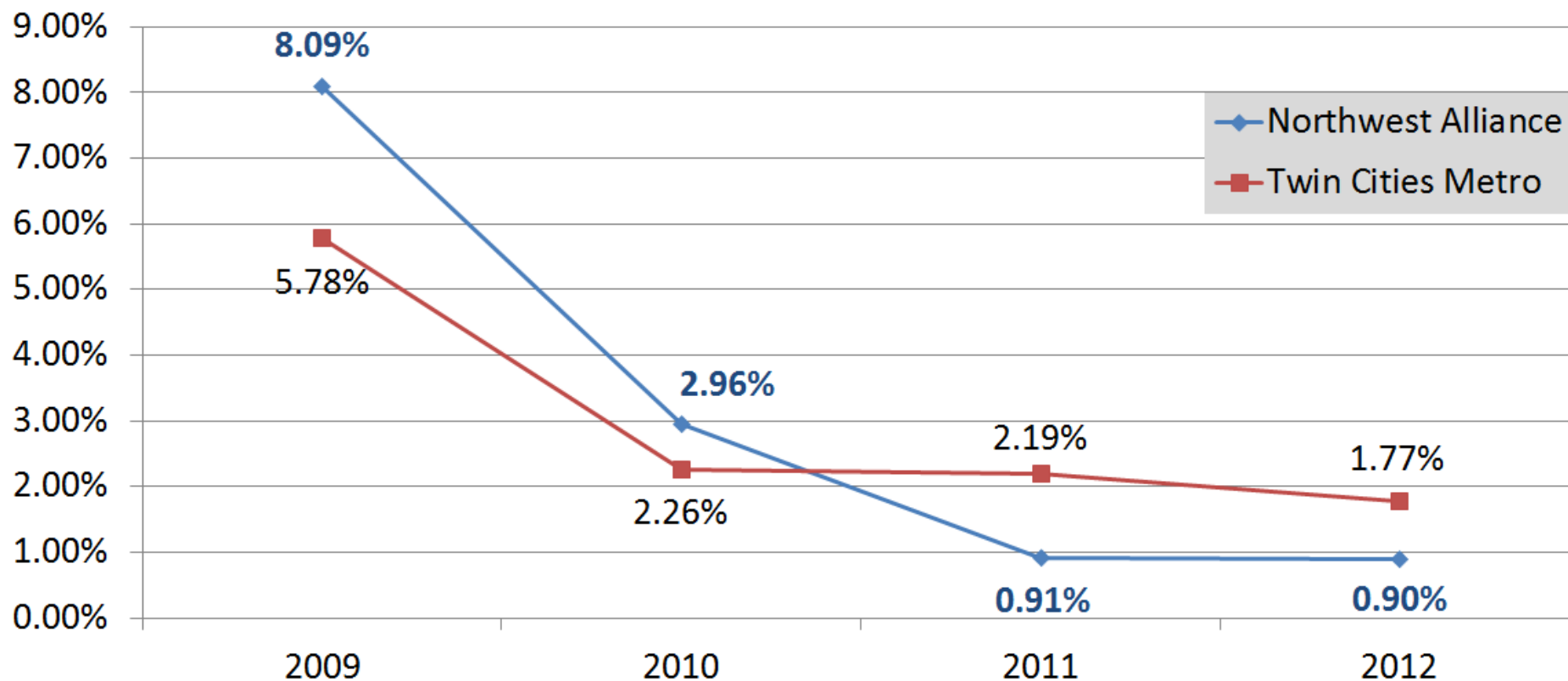
Improving Health in the Northwest Metro

- Community Health Outreach: Flu Campaign, Pediatric Obesity Program and Health Promotion in the Community
- Medication Adherence Outreach
- Electronic Medical Record Integration
- Alternatives to Admission: Low Risk Chest Pain Protocol and Mental Health
- Community Paramedic Program
- Optimal Treatment of Chronic Pain
- Expanded Urgent Care Locations and Hours
- Home Health, Palliative Care Filter and Advanced Directives
- Centralized Disease and Case Management
- ED Case Management and Social Work
- Mental Health Initiatives
- Specialty Care Partnerships
- Readmissions Interventions
- Diabetes Education Outreach
- Generics Prescribing
- High Tech Imaging decision support
- Reducing Inductions of Labor at < 39 weeks
- Back Pain Protocol and Referral Guidelines
- Increasing Colorectal Cancer Screening
- Patient Experience initiatives
- Inpatient Throughput and Length of Stay Initiatives
- Primary Care Access and Experience
- Engagement of Physicians and Staff

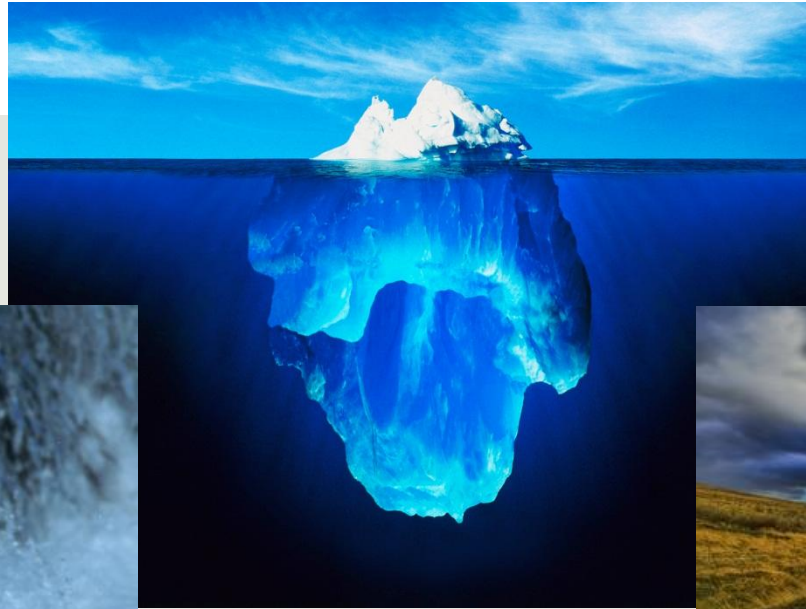
HealthPartners Commercial Population: 2012 Total Cost of Care Results

Triple Aim Results and Destination

Northwest Metro Alliance - Risk Adjusted Per Member Per Month Trend



Northwest Alliance: Accountable Care Organization (ACO) in Current Environment



Northwest Alliance Destination



Patients and Community

Provide the highest levels of quality and experience at an affordable price



HealthPartners

- Support Triple Aim
- Lead Health Care Reform
- Ensure success of Clinics and Health Plan



Allina Health

- Support Triple Aim
- Lead Health Care Reform
- Ensure success of Clinics and Mercy Hospital

Recommendations

Northwest Alliance

- Pass legislation to ensure that health care entities can exchange patient information to appropriately coordinate patient care in future ACO-type models.
- Consider restructuring payment incentives so providers are not penalized for building the necessary infrastructure to better coordinate and integrate patient care.
- Ensure continued funding for demonstration projects to continue.
- Use of nationally endorsed methods of measuring health care affordability and Total Cost of Care.

Feedback and Questions



Appendix 1: Initiatives to Improve Health, Experience and Affordability in the Northwest Metro

Northwest Community Flu Campaign

Community Health and Prevention Focus



Skip the flu. Get the shot.

Sore throat. Fever. Headache. Muscle aches. Congestion. Cough. Vomiting. Diarrhea.

These are some of the symptoms of the influenza, also known as the flu. And the symptoms can last a week or more. The best way to prevent getting sick with the flu is by getting your flu shot.

Getting the flu is not like getting a cold. Most people who get the flu are out sick for at least three days and still recovering a week later. Can you afford to miss a week or more of your life?

Why should you get a flu shot?

It's free at your school.

It's convenient.

It's practically pain-free (yes, really!).

It's the healthy thing to do.

Your friends, your teachers, your neighbors, even your parents, are doing it -- don't be the only one who gets sick this winter.

allinahealth.org/flu



HealthPartners



- 1st community flu campaign in Northwest Metro in 2013
- Over 330 free flu shots for students at six high schools in Anoka Hennepin
- Community Events and Stepping Stones homeless shelter
- Offering to employers

Allina Health 

familyPower Pediatric Obesity Program

Community Health and Prevention Focus

- Health Coach for Pediatric Patients
 - Initial home visit, followed by phone coaching calls
 - On-going communication with referring provider
 - Track behavior and any height/weight changes
- 5-2-1-0 Program
 - 5 – fruits and veggies
 - 2 – hours or less of recreational screen time*
 - 1 – hour or more of physical activity
 - 0 – sugary drinks, more water and low-fat milk



Darci, Mark, Drew and Megan Gjerstad of Coon Rapids are one of 30 families that are benefiting from a program to reduce childhood obesity. Their pediatrician referred them to the free program, called familyPOWER, at Drew's well-child visit at age eight. After participating in the program, Drew's body mass index (BMI) dropped 6 percent.

Mercy Wellness Program

Community Health and Prevention Focus

- Nearly 9,000 health assessments done in Northwest Community in 2013:
 - Companies/Business
 - Healthy Student Partnership (Schools)
 - Lions and Lioness Program
 - Faith Community Program (Churches)
 - Community
 - Healthy Communities Partnerships
 - Neighborhood Health Connection
 - School Health Connection and Labor Care



Improving Medication Adherence

Community Health and Prevention Focus



- Patients don't always take their medication as directed, missing doses or stop taking medications altogether
- Major quality and cost implications - recent research has set the price tag for the direct costs of medication non-adherence in the United States at a minimum of \$100 billion.
- Proactive outreach from pharmacist started November 2013 for patients in Northwest metro to help with education and address barriers for taking medications:
 - Hypertension (ACE/ARB)
 - Cholesterol Lowering
 - Diabetes (Oral Hypoglycemic)

Diabetes Education

Community Health and Prevention Focus

- All clinics in Northwest Alliance currently offering comprehensive diabetes education
- Proactive outreach to patients diagnosed with diabetes who have not had a chance to meet with a diabetes educator and have an elevated A1c score
- Provide education and help address psychosocial, financial, medication and lifestyle support



Electronic Medical Record Integration

Improving Health in the Northwest Metro: Care Integration

- Allina Health and HealthPartners on different EMR systems
- Started with ability to access patients records between organizations but requires patients' signature every time prior to accessing records
- Recently launched system to give option to patients to release records for three years allowing:
 - Allows primary care provider to access records at the time they need to (not when patient is present)
 - Prevents duplicate lab and imaging testing
 - Care without delays



Specialty Care Partnerships

Improving Health in the Northwest Metro: Care Integration

- Northwest Alliance Accountable Care Organization is partnering with independent specialty groups in Northwest Metro to improve care, experience and affordability
- Many specialty groups actively engaged in partnering with Northwest Alliance in moving forward the Triple Aim of healthcare:
 - Cardiology
 - Mental Health
 - Nephrology
 - Neurosurgery
 - Oncology
 - Orthopedics
 - Spine Care
 - Urology
 - Women's health



Readmission Interventions

Improving Health in the Northwest Metro: Care Integration

- Focus in health care system to prevent patients being readmitted 30 days after discharge from hospital

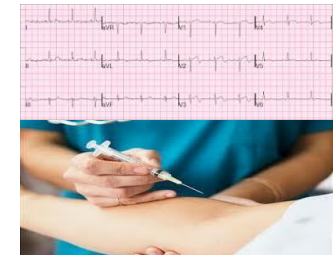
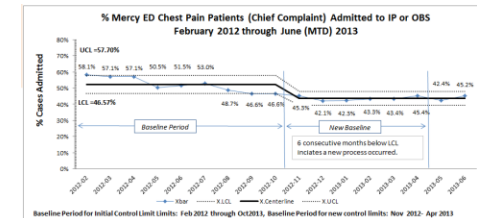
New interventions to help reduce readmissions:

1. Post discharge appointments booked and communicated to patients prior to leaving hospital
2. Multidisciplinary transition conferences for complex patients
3. Standardized approach to communicate recommendations from discharging physician to primary care provider

Low Risk Chest Pain - Emergency Medicine & Outpatient Stress Test Collaborative

Continuum of Care and Alternative Venues of Care

- In 2012, Mercy Hospital expanded access to stress tests for more than 400 patients who go to Mercy Hospital emergency department each month with chest pain.
- This initiative safely allows 40 additional patients each month with low risk chest pain to go to home after a blood test rules out heart attack.
- Each prevented admission reduces the average annual medical costs by at least \$4,500
- The estimated savings of this initiative is over **\$2 million** annually



Community Paramedic Program

Continuum of Care and Alternative Venues of Care

- Community Paramedic Program launched out of Mercy Hospital September 2013
- Non-ambulance Mental Health Transports
- Mental Health Home Visits and 1st Appointment Post Discharge
- Frequent Emergency Department Users
- Congestive Heart Failure Patients
- Advanced Care Team Home Assessments



Expanded Urgent Care Centers and Hours

Continuum of Care and Alternative Venues of Care

- **Allina Health Coon Rapids Urgent Care**

- Monday to Friday: 9 a.m. to 10 p.m. and Saturday and Sunday: 9 a.m. to 5 p.m.

- **Allina Health Champlin Urgent Care**

- Monday to Friday: 3 to 10 p.m. and Saturday and Sunday: 9 a.m. to 5 p.m.

- **HealthPartners Anoka Urgent Care**

- Monday to Friday: 5 to 9 p.m. and Saturday and Sunday: 9 am to 5 pm

- **HealthPartners Andover Urgent Care**

- Monday to Friday: 1 to 9 p.m. and Saturday and Sunday: 9 am to 5 pm

- **HealthPartners Elk River Urgent Care**

- Monday to Friday: 6 to 9 p.m. and Saturday and Sunday: 9 am to 5 pm

Home Health, Hospice and Palliative Care

Continuum of Care and Alternative Venues of Care

- 28% of Medicare (\$170 billion) spent on patients' last six months of life
- Promoting advanced directives and honoring choices
- Home care – key to preventing readmissions and providing care in optimal setting
- Inpatient Palliative Care– ensuring all eligible patients receive palliative care consultation



Hospice Saves Medicare Dollars

For Immediate Release:
March 4, 2013

New Research Validates That Hospice Saves Medicare Dollars

Research out of Mt. Sinai shows hospice patients have lower Medicare costs, reduced use of hospital services, and that hospice can improve care quality

Care Management and Coordination

Improving Health in the Northwest Metro

- **Disease and Case Management** – centralized support for Medicaid HCDS FFS population
- **Care Management, Coordination and Integration Teams** – advanced care teams with pharmacy, social work and nursing case management in primary care clinics.
- **ED Case Management and Social Work Support** - staffed seven days a week for frequent Mercy Emergency Department visitors and top Medicaid ED users



Mental Health Leadership and Committees

Improving Health in the Northwest Metro: Mental Health

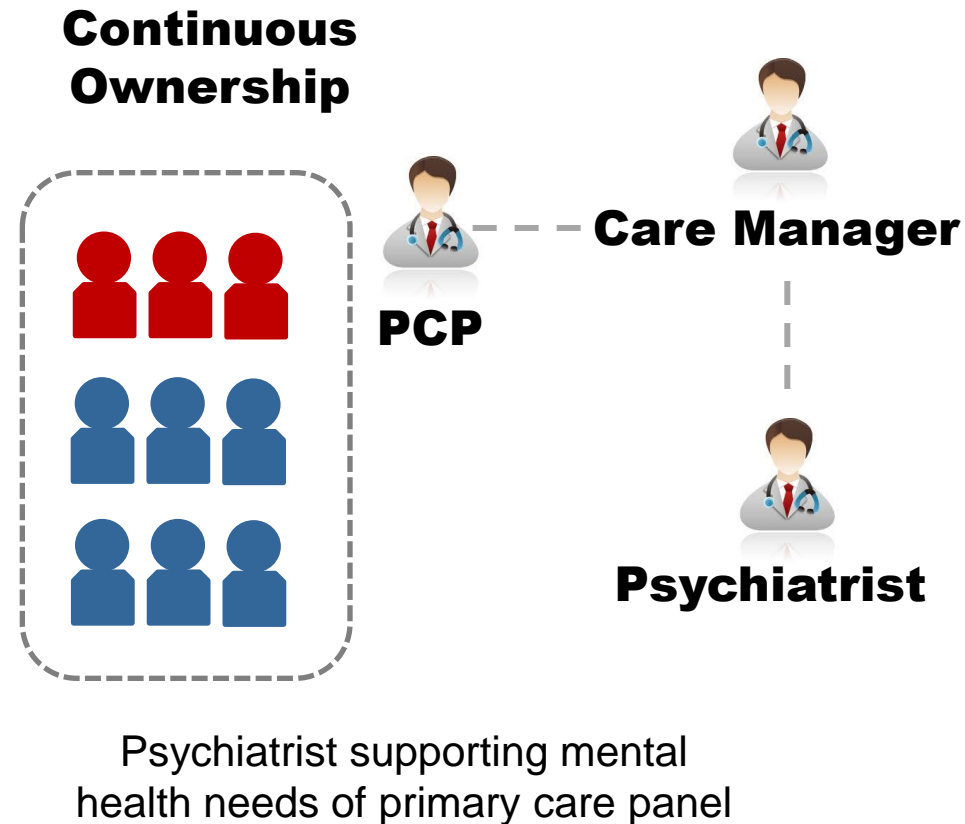
Various leadership planning teams have been put in place to ensure appropriate engagement, focus, planning, governance and support to mental health triple aim initiatives including:

- Anoka County Mental Health Leadership Team
- Northwest Alliance Mental Health Workgroup
- Anoka County Mental Health Crisis Workgroup
- Anoka County E.D. Utilization Task Force
- Anoka County Access to Outpatient Services Workgroup

Mental Health Collaborative Care

Improving Health in the Northwest Metro: Mental Health

- Collaborative care model integrating Allina's Mental Health, Primary Care and Care Management in partnership with HealthPartners.
- Psychiatrist oversees a caseload of primary care patients in partnership with a primary care provider and care management teams.
- Maximizes psychiatrist time and patient access



Other Mental Health Initiatives

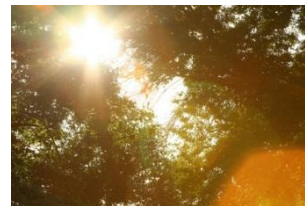
Improving Health in the Northwest Metro: Mental Health

- Coon Rapids Mental Health Hub – expanding psychiatry and psychology to meet demand for mental health services
- Outpatient Psychiatry and Groups Access Enhancement
- Partial Hospital Program Expansion – increased capacity by eight – total of 24 patients
- Mental Health Length of Stay Initiatives
 - Requires working with Anoka County on commitment process
- Crisis Stabilization in Mercy Hospital ED
 - Partnership with Canvas Health

Engagement of Physicians and Staff

Improving Health in the Northwest Metro

- "Medicine's most expensive technology is the doctor's pen" (well - keyboard)
- Providers engagement and focus on the Triple Aim
- Best ideas come from providers and staff
- Use Triple Aim data and marry with Provider and Staff Expertise and Experience
- Spread Triple Aim Bright Spots



Many Other Ongoing Initiatives

Improving Health in the Northwest Metro

- Generics Prescribing
- High Tech Imaging decision support
- Reducing Inductions of Labor at < 39 weeks
- Back Pain Protocol and Referral Guidelines
- Focused Efforts to Increase Colorectal Cancer Screening
- Patient Experience initiatives
- Inpatient Throughput and Length of Stay Initiatives
- Primary Care Access and Experience