



eHEALTH INITIATIVE
Real Solutions. Better Health.

Accountable Care Council

Pioneer ACOs and Their Supporting IT Infrastructure

Thursday, October 17
2:00-3:00pm ET

Agenda

- Welcome and introductions
- Roll call
- Presentation
 - Bill Spooner, Senior Vice President and Chief Information Officer, Sharp
- Question / Discussion
- Next Steps



Reminder:

- All Lines Are Open!
- Press *6 to mute, *7 to unmute you line
- This call is being recorded



2013 HEALTH DATA EXCHANGE & INTEROPERABILITY SUMMIT

October 30-31
Grand Hyatt, Washington, DC

More information: www.ehidc.org/events-landing/hdes-2013

2013 SUMMIT SPONSORS:



Co-Chairs

Council is chaired by:

- **Marcia Guida James, MS, MBA**
Mercy Health System
- **Grant Hoffman, MBA**
Vice President
Clinical Data Integration
Truven Health Analytics



Case Studies Covered In Council Meetings This Year

- Commercial ACO Models
 - Aetna
- Physician-based ACOs
 - MedCHI Network Services
 - NewWest Physicians
- Hospital-based ACOs
 - Baylor Quality Alliance
 - Virtua Health
- Medicaid ACOs
 - Colorado Medicaid





Managed Care to Accountable Care: Continuing the Health Information Technology Journey

eHI Accountable Care Council

Bill Spooner, SVP/CIO

Thursday, October 17, 2013



An Accountable Care Organization

SHARP HealthCare
ACO

Sharp HealthCare



- Grew from one hospital in 1955 to an integrated health care delivery system
 - Aligned physician partners
 - Integrated I.T. systems and infrastructure
 - Centralized system support services
 - Over 25 years experience in managing care under population-based payment structures
 - Sharp Health Plan, a 65,000 member, Knox Keene licensed commercial health plan

Physician Practice Models

Multi-Specialty Foundation

Sharp Rees-Stealy Medical Centers

- San Diego's oldest multi-specialty medical group
 - In 1985, Sharp acquired the assets of Rees-Stealy Medical Group, originally formed in 1923
- 21 clinic facilities and 5 urgent care centers owned or leased by Sharp
- Medical group composed of 124 primary care physicians, 52 mid-level practitioners and 205 specialists
 - Physicians and nurse practitioners are employees of the medical group, a professional corporation
- Average enrollment of 143,000 and 1.2 million physician visits in fiscal 2012

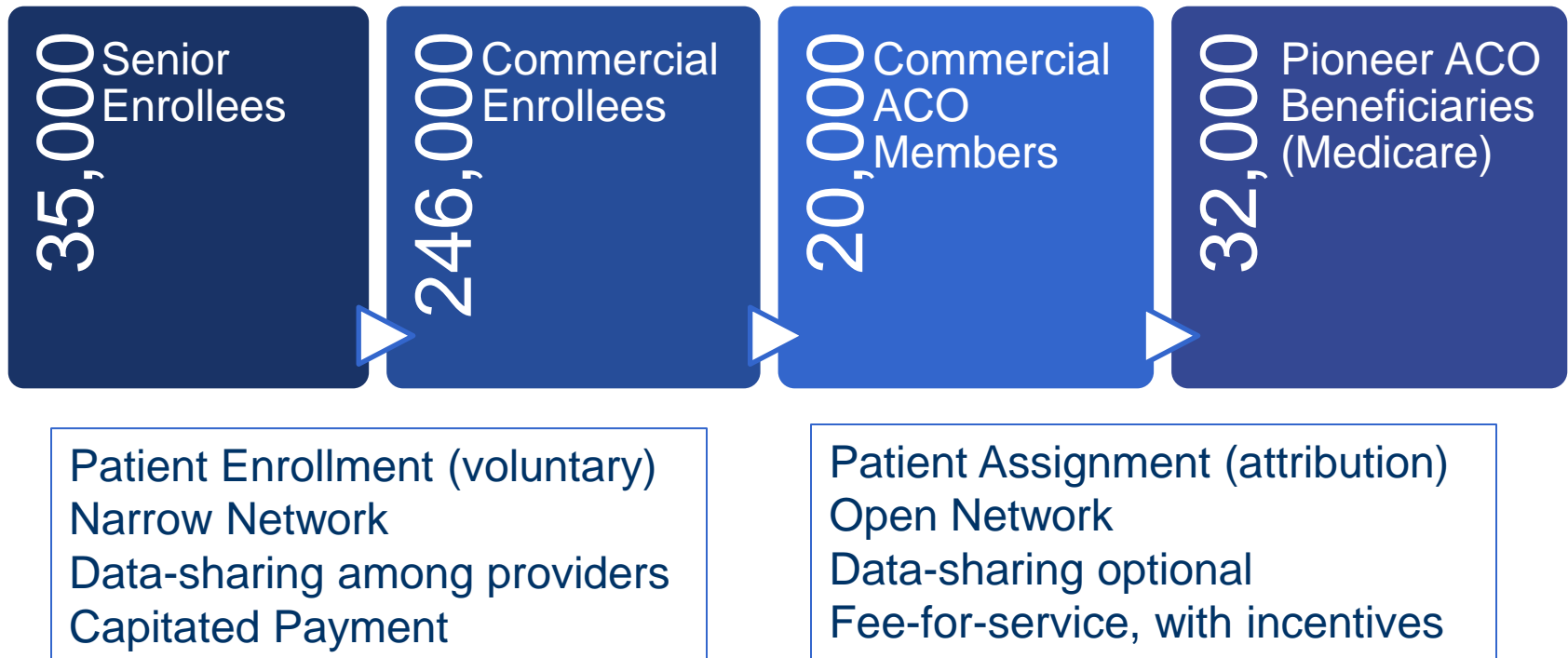
Independent Physicians Association

Sharp Community Medical Group

- San Diego's largest Independent Physicians Association
- Formed in 1989 as a professional corporation
 - Primary care and specialty physicians practicing in their own offices
- Medical group composed of 209 primary care physicians and 527 specialists
- Sharp provides MSO services
 - Contracting, marketing, claims processing, utilization management, care management, credentialing, human resources, payroll and information technology
- Average enrollment of 138,000

Sharp's Population Health Strategy

Care coordination and population health management are not new concepts at Sharp



Sharp Managed Care System Requirements

1990's

- Enrollment
- Capitation
- Utilization Management
- Claims Payment
- Analysis Tools
- Clinical/Patient Care

SHARP HealthCare

Module Menu Notes Specialty Exit Return Help

PAR - PRIMARY CARE PROFILE
Downtown - Internal Medicine
SITE AVERAGE

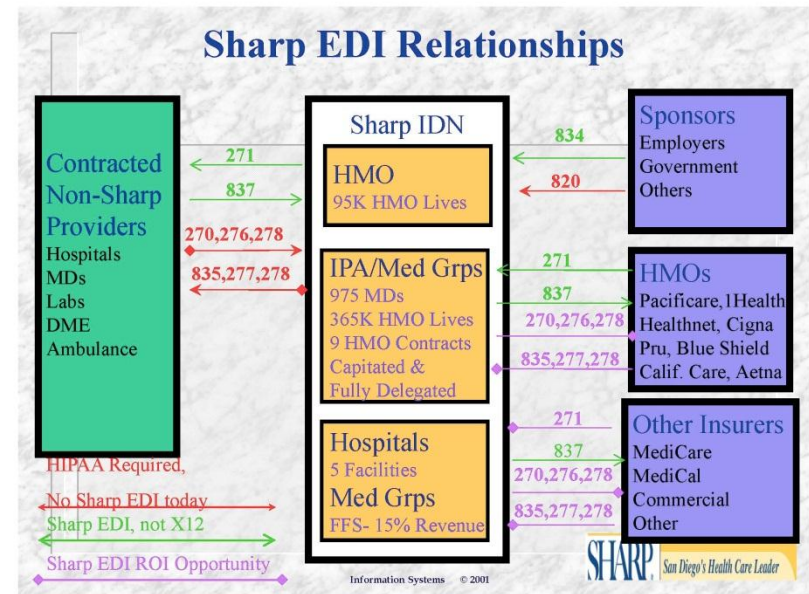
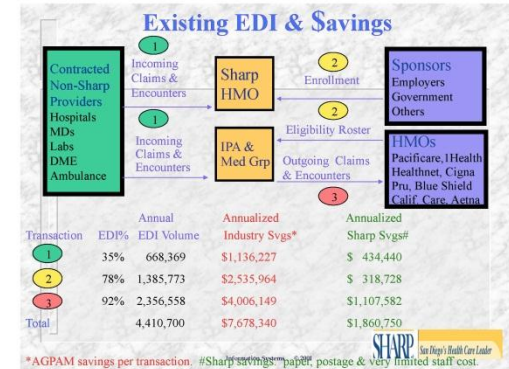
Click Here to Select a Physician

System Average		***** ENCOUNTERS *****		***** QUALITY OF CARE *****	
Site Average	Total	Panel	Non-Panel	Chart Review	CME Total
Dr. Emerson	4,500	2,500	2,000	14	79.0 %
Peer Average	4,297	2,735	1,562	9	73.8 %

PT. SATISFACTION		COMPLAINTS		3rd Avail Appt		Transfer (Int.)	
Total #	Overall	Total #	Per 1000 Enc.	Lib. Compl	Referrals	Adj Panel	Acute SNF
Dr. Emerson	14	79.0 %	1.2	0.0	1.2	0	7
Peer Average	9	84.2 %	1.1	0.4	0.6	0	4

PANEL ACTIVITY		% ACTIVE PANEL VISITS:		RESOURCE UTILIZATION	
Total	Adj. Encl	DEPT	DEPT SRS	Cost of Anc Cost	LOS
Dr. Emerson	2,500	2,250	1.8	56 %	5 %
Peer Average	1,625	1,462	3.1	52 %	9 %

NUMBER OF MEETINGS		Major		CCL	
Staff	Dept/Div	Major	Guideline	Other	Self
Dr. Emerson	1	0	1	0	1
Peer Average	0	2	0	0	1

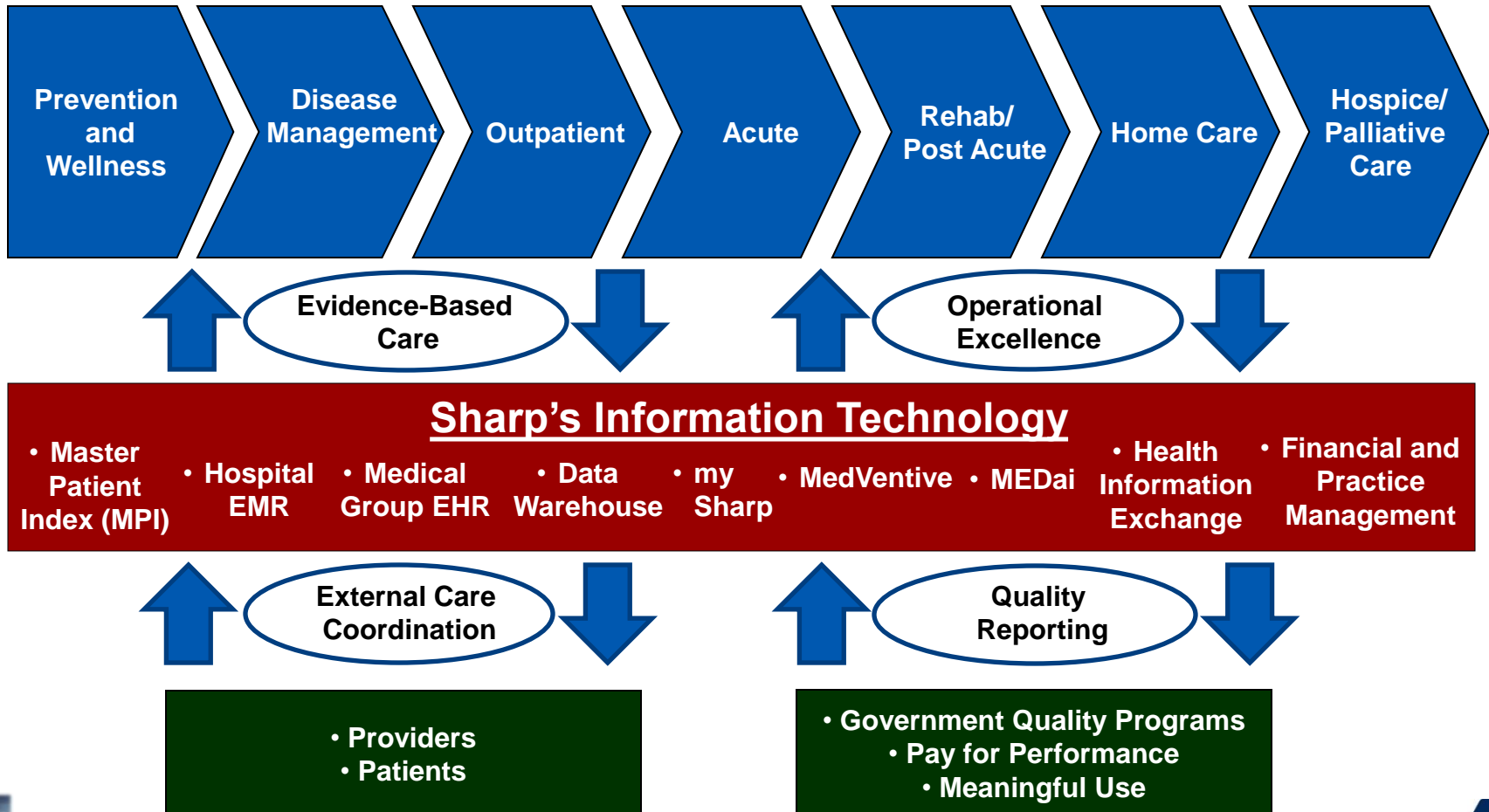


Care-Management Focused Data Solutions

Identify, develop, and implement data solutions *to support effective care management from an operational perspective and with a patient-care focus.*

Wellness

Illness



Typical Vendor/Consultant IT Recommendations

\$\$\$!!

Solution Module	Description	Importance for FFV Model Execution	Solution type	Build/ Partner
Enrollment Management	Collection of key patient info at time of intake so practice can determine patient risk profile and patient preferences	High	Financial / admin mgmt	Build
Accounting System + Fund Disbursement	Cost tracking and processing tools to support flow of FFV funds within & outside provider org	High	Financial / admin mgmt	Build
Performance Management	Dashboards to help provider org understand performance (process, outcomes, cost, pt satisf.)	High	Shared infrastructure	Build
Analytics	Aggregation / analysis of clinical data at provider org level to enable effective mgmt of clinical / financial risk	High	Shared infrastructure	Build
Reporting	Quality reporting and outcomes tracking that can be shared across practitioners and delivery settings	High	Shared infrastructure	Build

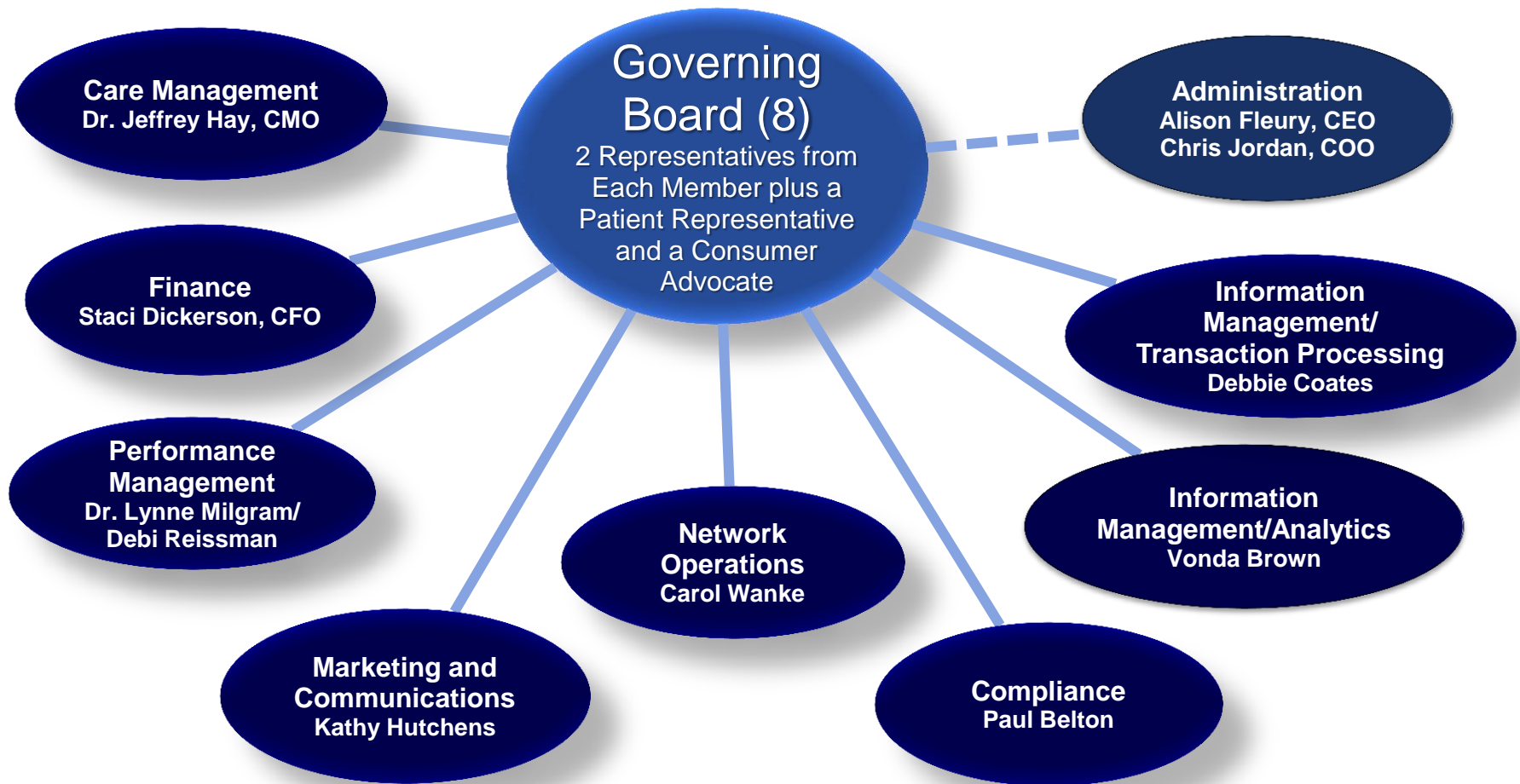
Solution Module	Tracking, Monitoring and Reminders	Solution Module	Description	Importance for FFV Model Execution	Solution type	Build or partner
	Information Management Portal	Dynamic, actionable shared documentation	Present all care mgmt data in multiple summary views based on stakeholder type (pt, family, provider, etc.)	Medium	Care mgmt / patient experience	Build
	Process Engineering	Activity Management (Resources)	Resource optimization of personnel, equipment, and other assets	Medium	Financial / admin mgmt	Build
Enrollment mgmt	Patient registry (stores patient info)	Scheduling	Intelligent scheduling / triaging of patients to align needs with delivery setting, provider(s), and visit type / length	Medium	Financial / admin mgmt	Build
Accounting, \$ disbursement	Audit log capabilities, capitated \$ processing, PM financials					
Analytics, performance mgmt, reporting	EPSI	Collaboration Tool	Enable patient / family / practitioner interaction and sharing of info with wide array of stakeholders	Medium	Care mgmt / patient experience	Build
Shared documentation	Shared, collaborative notes					
Collaboration tool	Care manager	Intelligent Patient Navigation	Platform to help patients (and families / care coordinators) navigate full spectrum of care and array of touchpoints	Medium	Patient experience	Partner
Info mgmt portal	Patient portal w/ health status info					
Process engineering	Visual Workflow (R)	Telehealth	New tools outside of the traditional visit mechanism to access/ interact with healthcare professionals	Medium	Patient experience	Partner
Activity management	Resource allocation / mgmt					
Scheduling	E-scheduling	Optimization of resource utilization				
Tracking, monitoring, remind.	MD reminders / alerts	Optimized scheduling				
Patient navigation	Referral Network	Real-time health status				
Telehealth	E-Visit capabilities	Integrate / enhance ARN				
		Videoconference				

More \$\$\$!!

SHARP



Sharp HealthCare ACO, LLC



Priority I.T. Requirements for ACO's

- **Master Person Index - Registry**
 - Methodology for effective patient identification
 - Link to enterprise systems.
- **Population Health/ Analytics**
 - Evaluate all aspects of quality, access and cost of care
- **E.H.R.**
 - Standard of care
 - Pioneer requirement
- **Patient Portal**
 - Advance patient engagement, “stickiness”
- **Health Information Exchange**
 - View the complete record across all providers
- **Case/Care Management**

Legacy Systems Pioneer Flags

Patient: RGTEST,VONDA
SHC#: 103-421-345
EMRN#:
OM#:
SCMG#:

***** ADDITIONAL PATIENT INFORMATION *****
DMV License #: CA V8856320 Vet: POB: CA Appt Reminder CELL
Privacy Notice: Y
ADHC: Pat. Sat. Survey (Y/N):
PC: Urgent Care File (Y/N): N
Infec Control:

Occupation: CHEF
Employer: ANTHONY'S FISH GROTO
Address: 5232 LOVELOCK STREET
City,St: SAN DIEGO,CA
Zip Code: 92110
Work Phone: 619-291-7254

Pioneer ACO PMG Location: GRAYBILL,MCARE ACO
F/Q-Quit F/P-Page F10-OK <Shift>F4-Major <Shift>F5-Help <Shift>F3-More keys



Providers

- Hospitalists need to identify ACO Patients
- Assignment of Hospitalist to the correct medical group
- Flag can be placed on Rounds Report (Cerner); Profile Dialogue Screen (Allscripts); Demographic Screen (DB Motion)
- Assist physicians in referring to an in network specialist

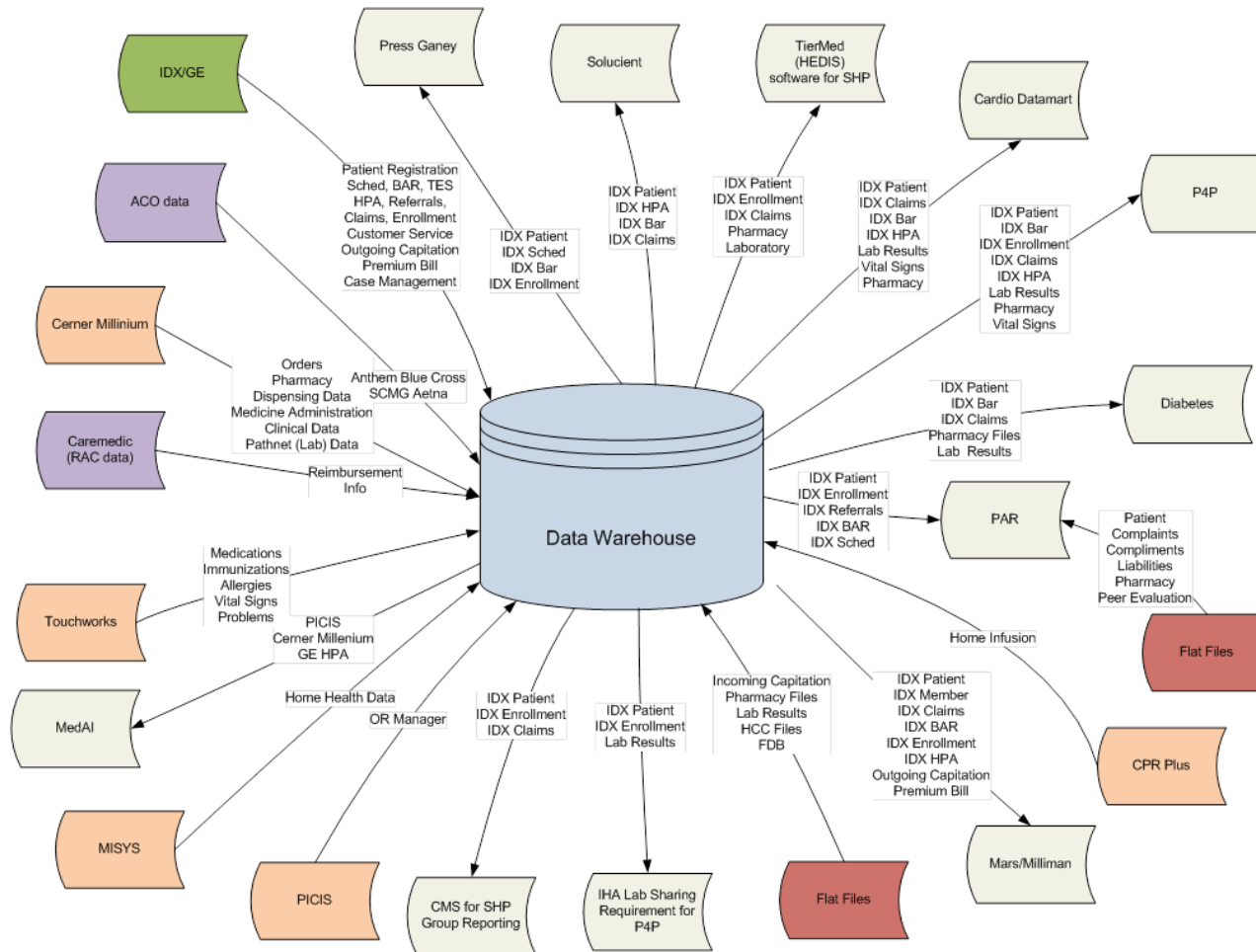
Case Management

- Case Managers will follow ACO beneficiaries across the continuum
- Ability to identify for various post discharge programs that are not available to Medicare Fee For Service beneficiaries (i.e. Palliative Care Programs)

Engagement

- Ability to apply tactics for bonding ACO patients more closely to Sharp system

Self-developed BI Platform



Data Warehouse

Business Uses:

Disease Management
Population Management
Quality Reporting – P4P
HEDIS
Physician Assessment Records
Health Plan Actuarial Rpts
Patient Satisfaction
Advertising Campaign
Financial Reporting
Contracting
Accounts Receivable

Business Users:

Report Authors: 60
Adhoc Reporting: 105
Consumers: 225

Pioneer ACO Quality Measures

Patient/Caregiver Experience

- 7 individual measures (6 composite) based on CAHPS

Care Coordination/ Patient Safety

- 6 individual measures (EHR adoption double weighted)

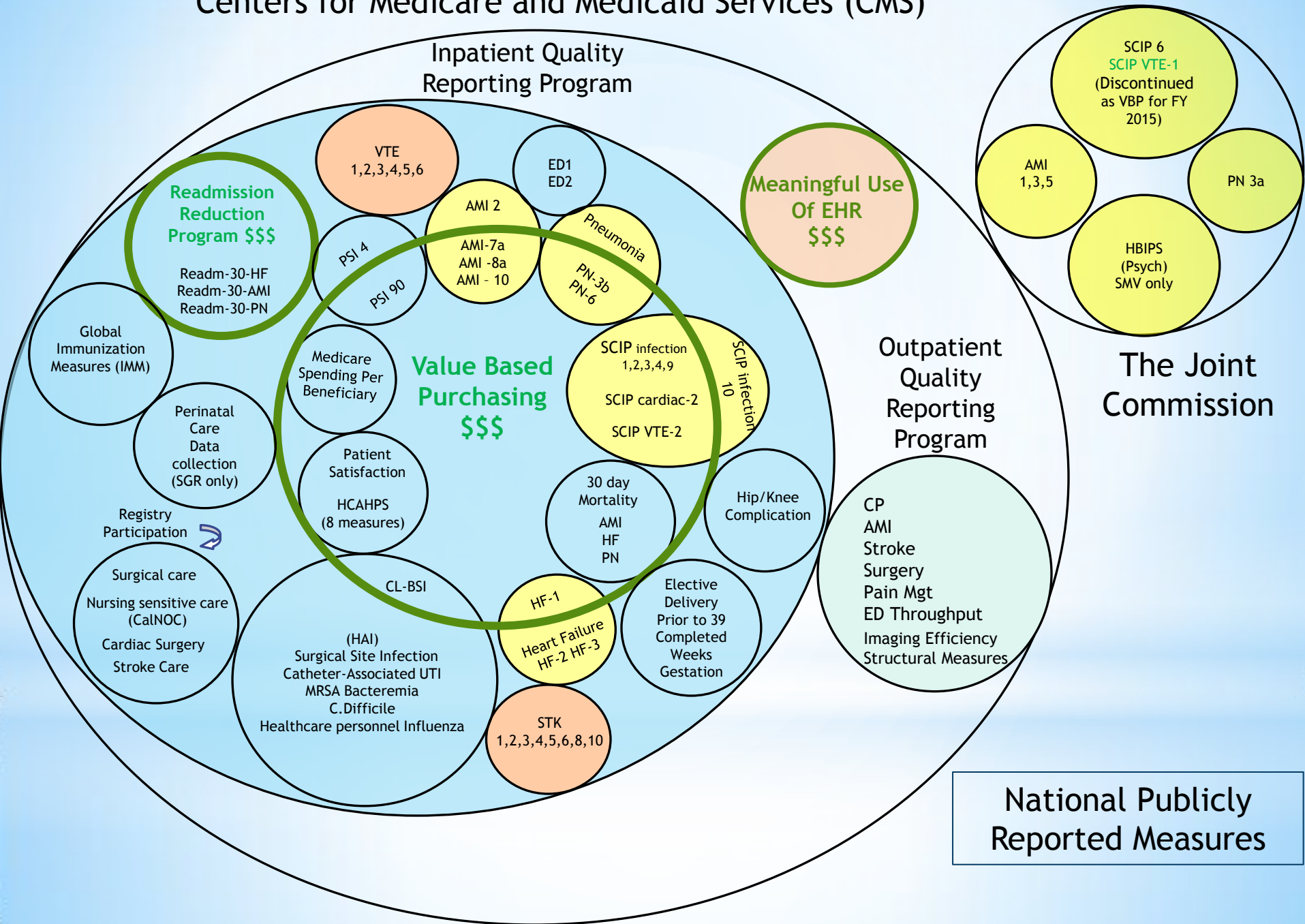
Preventive Health

- 8 measures (immunizations, vaccinations, screenings, tobacco cessation)

At Risk Population

- 12 measures (5 composite diabetes measures and 2 composite coronary artery disease measures)

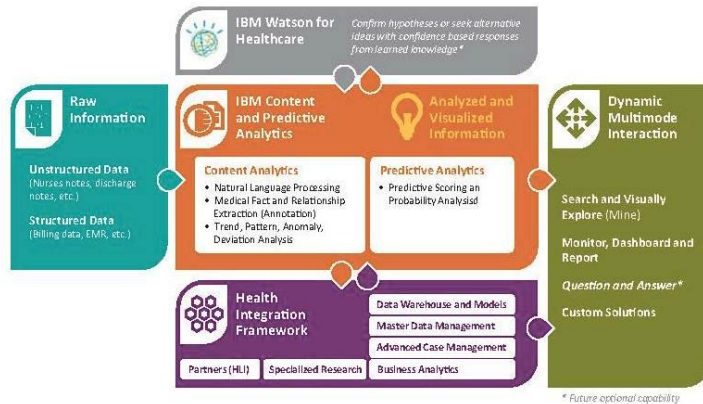
Centers for Medicare and Medicaid Services (CMS)



Third-party Business Intelligence Tools

Pinpoint Quality, Review Compliance - AAAAAA	<ul style="list-style-type: none"> • Predictions and actionable alerts to initiate order sets, care plans, and discharge planning • Focus on admit-oriented factors: comorbidities, LOS, disease-specific conditions • CORE Measure Reporting
HEDIS Reporting Tool - BBBBBB	<ul style="list-style-type: none"> • Calculates HEDIS measures and submits data to NCQA • View, query, analyze HEDIS data • Develop custom measures for clinical reporting initiatives
Population Health Manager - CCCCCC	<ul style="list-style-type: none"> • Drives focused improvements in care delivery • Built-in evidence-based guidelines and best practices • Condition specific registries to manage populations
Manage value-based care, hospitals & potentially across the continuum - DDDDDD	<ul style="list-style-type: none"> • Physician alignment to advance quality goals • Registry to improve patient outcomes and overall population health • Manage total cost and quality for defined populations
Performance Management - EEEEE	<ul style="list-style-type: none"> • Cost Accounting, Budgeting, and Productivity • Strategic Planning • Integrated Analytics
HITECH Data Sharing • FFFFFF	<ul style="list-style-type: none"> • Health information exchange • Integrates patient information from disparate health information technologies

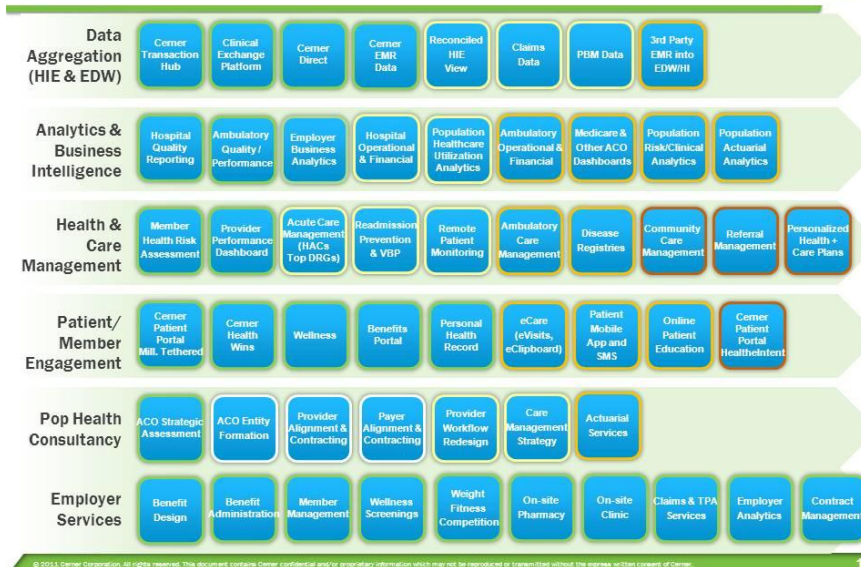
Population Health – lots of Vision!



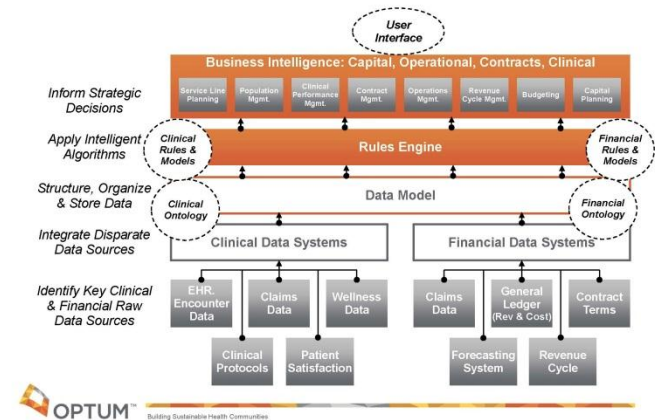
Solution Overview:



Population Health Placemat



Business Intelligence Functional Architecture



It's a Fine Line Between a Vision and an Hallucination !!

Patient Portal

Key Facts:

- Launched in February 2010
- 100,000 patients signed up
- Nearly 18,000 on mobile mySharp launched in May 2012
- 750,000 logins in FY2012
 - 195,000 lab results
 - 150,000 secure messages
 - 60,000 appointments scheduled
 - \$2.3 million patient payments
- CCHIT certified for Discharge Summaries

In-house Developed

- Cold Fusion
- Oracle middleware
- Links:
 - Allscripts, Cerner EHRs
 - GE Practice Management
 - dbMotion HIE

mySharp
Managing Health Care Online

Viewing account for: William Spooner (Me) Jan. 20, 2013 Help Forms Contact Us Log Out

Welcome, William!

What's New

Sharp Rees-Stealy's new downtown medical center opens Nov. 13, 2012. All doctors and services from the Fourth Avenue location will move across the street to this new facility at 300 Fir St. Learn more.

It's flu season. Find out where to get vaccinated.

Appointment Center Open

Schedule a Sharp Rees-Stealy doctor's appointment or doctor-ordered lab tests.

Upcoming Appointments

01/22/13	12:00 PM	Stone Dpt, Erin
01/24/13	12:00 PM	Stone Dpt, Erin
02/04/13	11:30 AM	Stone Dpt, Erin

View all appointments / Cancel an appointment

Schedule a Sharp Rees-Stealy appointment:

New Doctor's Appointment

New Lab Appointment

Contact Your Doctor's Office Open

Send a secure message to a Sharp Rees-Stealy doctor's office. Messages are typically returned within three business days.

No unread messages. View inbox.

Send A Message

View Lab Results Open

Sharp Rees-Stealy Lab Tests

UA (Complete)	Dr. Nelson	12/03/12
CBC with Differential	Dr. Huynh	12/03/12
CMP Fasting	Dr. Nelson	12/03/12
Lipid Profile	Dr. Nelson	12/03/12
GFR	Dr. Nelson	12/03/12

View more results

Hospital Discharge Instructions Open

View discharge instructions from a Sharp hospital stay or emergency department visit for 30 days from the date of discharge.

There are currently no discharge instructions to view for this account.

Order Prescription Refills Open

Request prescription refills at a Sharp Rees-Stealy pharmacy or another pharmacy of your choice.

This tool is for refills only, not new prescriptions.

Request a refill from:

Sharp Rees-Stealy Pharmacy

Another Pharmacy

Manage mySharp Settings Open

My Account Options

- Change Password
- Change Challenge Info

Manage Another Account

Get access to your child's or dependent's Sharp Rees-Stealy health information, grant someone access to your account or view all accounts you currently manage.

Health Profile Open

View a Sharp Rees-Stealy health history snapshot:

- Allergies
- Clinical Summaries
- Conditions
- Immunizations
- Medications
- Vital Signs

Newsletters Open

Sharp Rees-Stealy Medical Centers

Men's Health

Set Up Newsletters

Billing and Statements Open

Your Balances

Sharp Rees-Stealy: \$0.00

Sharp Hospitals: Not available online

The balance listed may not reflect payments made to Sharp Rees-Stealy in the last two business days.

There are no previous Sharp Rees-Stealy statements at this time.

Other Sharp HealthCare Charges:

- View current activity and pay bills
- View statement history
- View payment history

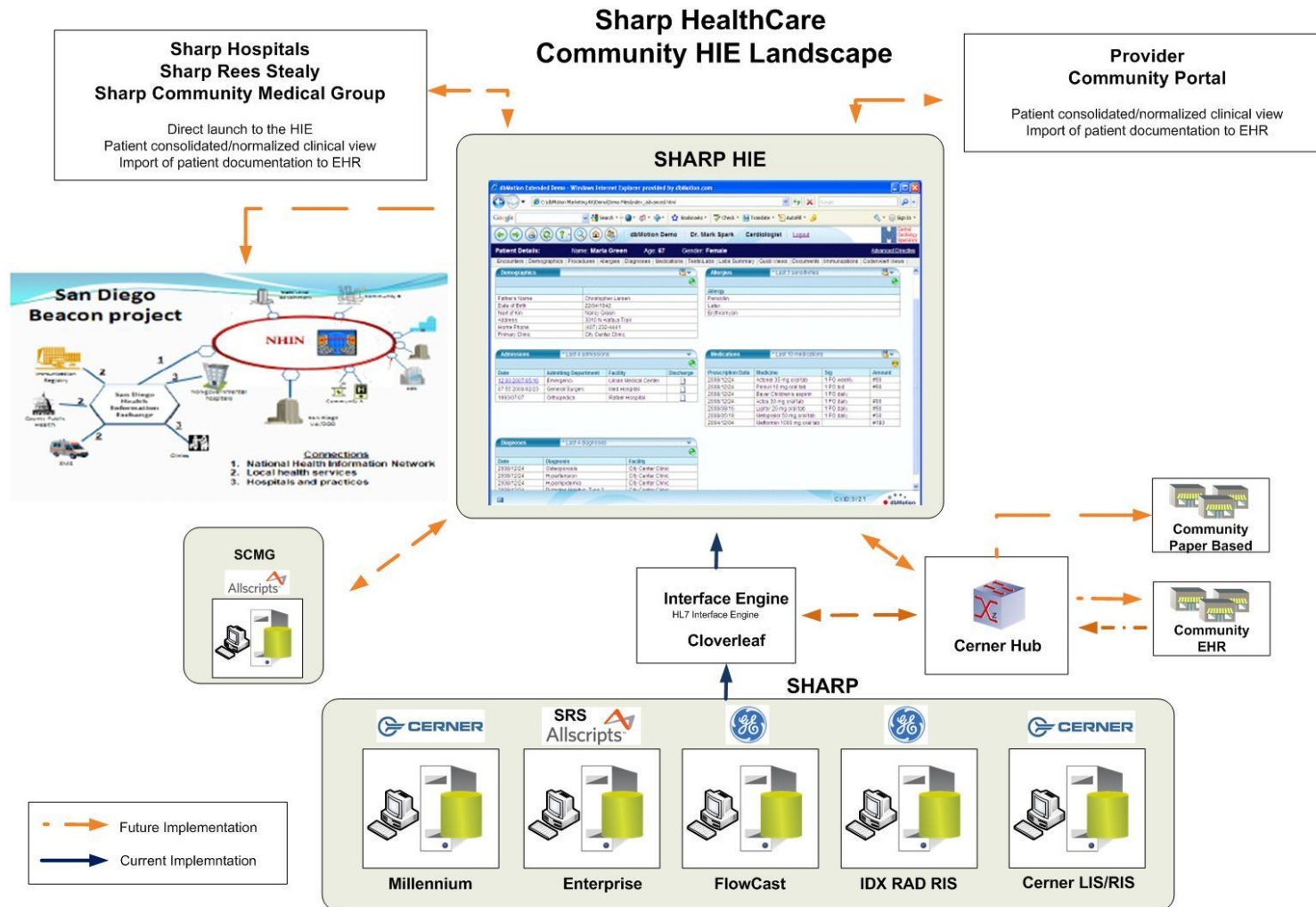
Update Patient Info Open

Review and update information in Sharp Rees-Stealy's records including:

- Patient information
- Emergency contacts
- Insurance
- Payment responsibility

Local intranet | Protected Mode: Off 100%

Health Information Exchange



General comments

- Case/Care Management still a work-in-process
- Deluge of inconsistently defined reporting indicators
 - Efforts in Reporting vs Care Improvement
- Patient identification a continuing problem
- Need to accelerate standards adoption
- Mixing of diverse payor, employer and provider programs
- Limited interoperability among payor and provider IT systems
- Lens of the patient – confusing?
 - Health improvement programs
 - Portals
 - Utilization management
- We can do better as a community!



An Accountable Care Organization

Thank you!

Questions / Discussion

?



Next Steps

- Slides and recording will be posted to eHI website following this call
- Council will meet on Thursday, November 15 to continue its work developing the report to outline IT infrastructure components supporting ACOs
- Comments and questions can be sent to rebecca.jones@ehidc.org



Thank you!

