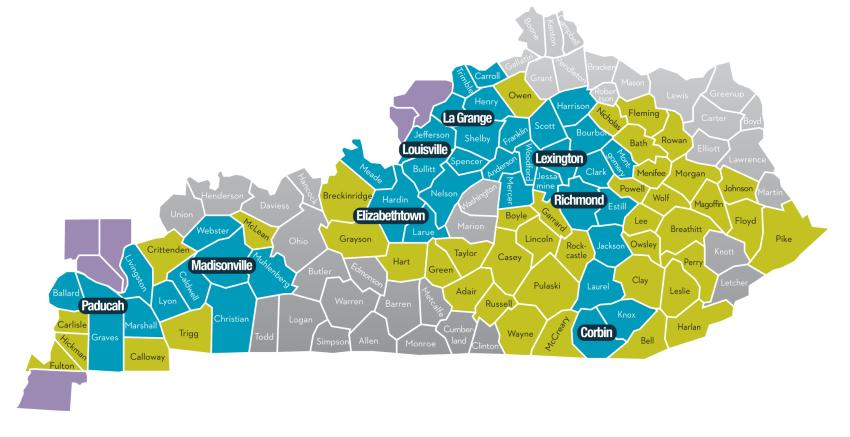# BAPTIST HEALTH

A Journey of a Thousand Miles

Baptist Health's First Steps

eHI Data Analytics Group

3-29-16

Presenter:

David J. Bensema, MD, MBA, FACP

CIO Baptist Health

Where We Are

Primary Service Area · Secondary Service Area · Surrounding States

Baptist Health Basics

- Faith-based, non-profit IDN, spanning all of Kentucky
- 7 owned hospitals with 2100 beds (one managed hospital with 300 beds)
- 18,000 employees
- >200 sites of care; acute care hospitals, physician practices, urgent care, retail clinics, physical therapy, imaging centers, infusion centers, and occupational medicine
- 470 employed physicians and 260 advanced practice clinicians (3,000 clinicians on staff, including independent affiliates)
- Home Health across state and into Illinois, Indiana, and Tennessee
- Fully owned health plan currently with 35,000 covered lives, with new Medicare Shared Savings Plan

3

Start Where You Are

- Decision was made in December 2014 to pursue Population Health as a System Priority
- Decision to move to Epic had been confirmed by Board six months previous
- System had 5 distinct instances of McKesson Hospital documentation and ordering systems under one contract, another stand-alone instance of McKesson, and an instance of Meditech
- Ambulatory practices were about 50% Allscripts Enterprise, 40% a mix of 7 other EHR products, and 10% paper

Analytics

- Analytics and Decision Support used 12 products to aggregate and represent data, including HPM, HBI, Maxsys, Allscripts PM, Paragon, TPA, and a homegrown Excel-based database tool

- Financials came in from 10 systems

- Insurance contracting was on a by-hospital basis, so for 6 insurers there would be 7 variations for each product offering (with an average of 7 plans per insurer)

Physician Employment Group

- 4 separate corporations defined by affiliated hospital and region

- 5 different practice management software products in use with a total of 9 different conformations

A Start

- Began Epic Validation Sessions in November 2014

- Consolidated Physician Practices under single tax-payer ID and leadership structure January 2015

- Developed first system-wide Service Line fall of 2014, with 6 more to date

Crawling

- Used Epic Validation Sessions to create an appreciation for reduction of unnecessary operational and clinical variation

- Created physician reports for diabetes and hypertension management in Allscripts and recruited pilot physicians across the system

- Applied for Patient-Centered Medical Home status in majority of primary care practices

Toddling

- Selected analytics product to complement Epic capabilities- piloting use of QlikView™

- Expanded physician education regarding population health with didactic sessions, e-Learning sessions, and demonstration of dashboards

- Partnered with Evolent in January 2015 to develop Care Management capabilities

Walking

- Healthy Planet demonstrated to administrative and physician leadership

- Radar being utilized by 200+ providers live on Epic Ambulatory

- Care Management and Care Team model in place in 70% of primary care practices

- Gap analysis led by clinicians to identify needed additional analytics tools and reports

Running

- CareQuality Initiative introduced at HIMSS 2016 will increase documentation sharing, facilitate Clinical Integration Network activities, and provide additional insights into health of selected populations across our care areas

- Baptist Health Plan Medicare Shared Savings Plan and Baptist Health employee benefit participants risk-stratified using Identifi ™, correlating results with Healthy Planet risk level assignment where possible

- Patient-Linked Registry development, already beginning with Epic roll-out only 35% complete

Key Takeaways

- Successful Population Health data analytics:

i.   Takes time to prepare for

ii. Best to get steps in the right order

iii. Benefits from reduction in variation of systems and operations

iv. Is facilitated by enhanced interoperability and sharing

v.   Requires audiences open to receive the information

vi. Is more dependent on use of tool than choose of tool

vii. Is a marathon, not a sprint