

Population Management in an ACO

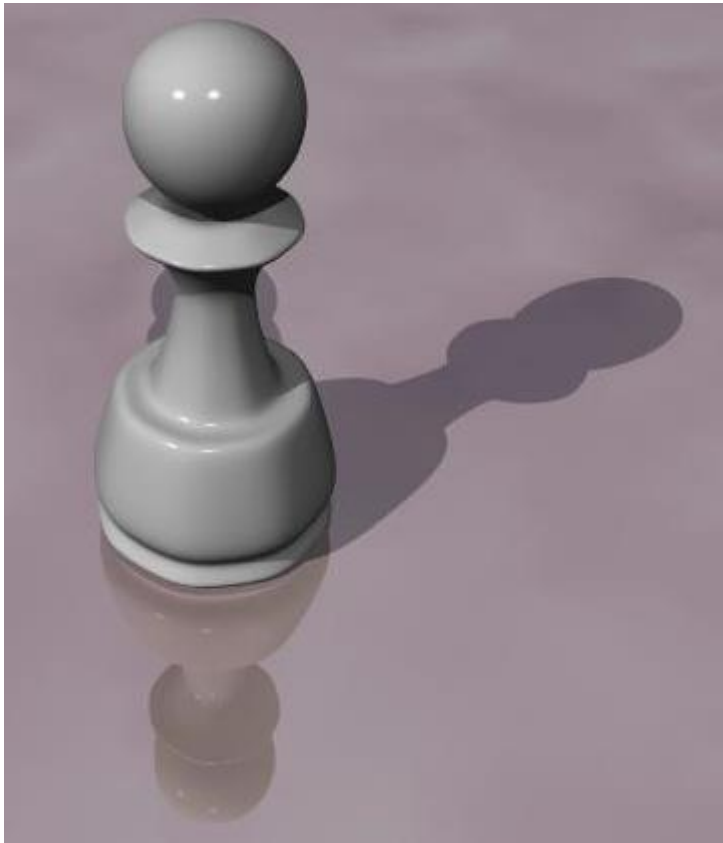
Rob Janett

Medical Director for Accountable
Care

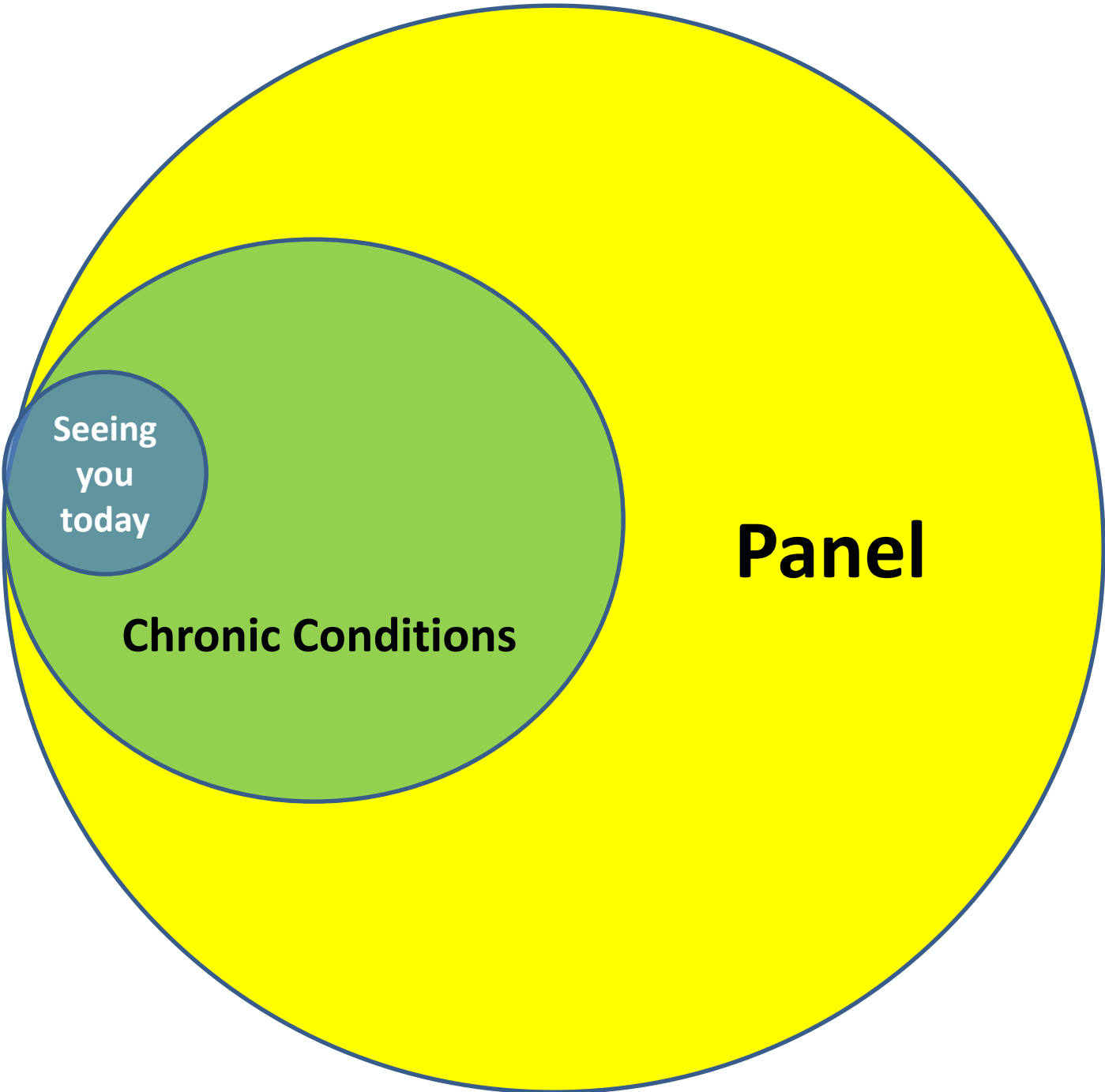
What has changed for us in the past 15 years?

- Systems to attend to the needs of an entire population of patients.
- Quality is the new “coin of the realm”
- Public reporting and accountability for performance
- Awareness of the cost implications of our day-to-day decisions.
- Careful weighing of the issues of cost and effectiveness.
 - Getting it right: neither over-use nor under-use
 - Cost never trumps care
- Teamwork, data, & more meetings.
- Reform of the payment model to support these changes.









Panel

Chronic Conditions

**Seeing
you
today**

Planned Care Model

- Manage chronic and intensive conditions
- Reduce low-acuity non-emergent emergency visits
- Prevent re-admissions to the hospital
- Reliable health screening

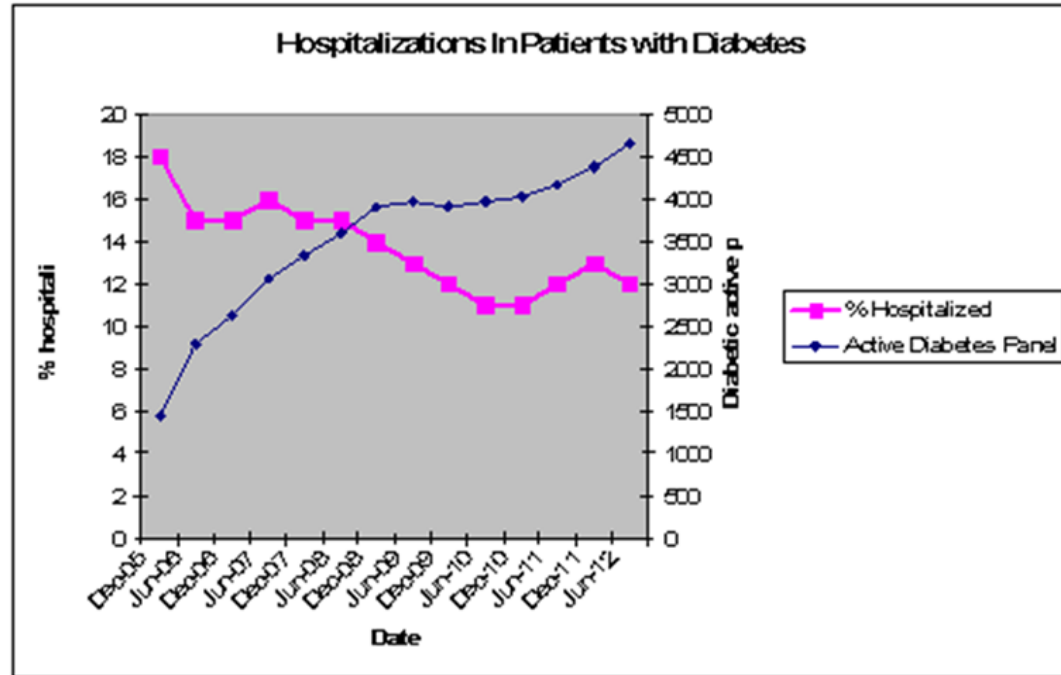


E2 Last Visit PCP Date

	C	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
2	Age	Last Visit PCP Date	Last Visit PCP	Next Visit PCP Date	Next Visit PCP	Eye Exam Date	Last LDL Date	Last LDL	Last A1c Date	Last A1c	Last Malbumi n Date	Last Malbu min	Last BP Date	Last BP	Last PHQ9	Last PHQ9 Date
3	40	12/05/07	NEM			11/27/07	11/27/07	158	11/16/07	11	11/27/07	*RATIO 7	12/05/07	115/70		
4	53	12/05/07	ATK	02/19/08	ATK	12/05/07	11/19/07	138	11/19/07	6.7	07/09/07	*RATIO 12	12/05/07	152/90		
5	81	10/01/07	ATK	05/01/08	ATK	10/22/03	02/01/08	142	02/01/08	6.4	02/01/08	*RATIO 282	02/01/08	150/90		
6	51	11/30/07	ATK	03/06/08	ATK	06/21/07	06/01/07	86	09/05/07	5.9	03/01/07	*RATIO 379	11/30/07	140/90		
7	53	10/17/07	ATK			06/27/07	06/20/07	105	10/17/07	11	06/20/07	*RATIO 11	10/17/07	100/66		
8	28	10/17/07	ATK			11/06/07	06/22/07	94	09/10/07	6.3	06/22/07	*RATIO 7	10/17/07	130/88		
9	53	01/09/08	ATK	03/05/08	ATK	01/11/08	12/26/07	63	12/19/07	6.4	12/26/07	*RATIO 5	01/09/08	120/82		
10	86	01/17/08	ATK	02/14/08	*TOR, M AR	07/19/06	09/05/07	104	01/17/08	7.6	09/05/07	*RATIO 46	01/17/08	130/78		
11	40	12/27/07	ATK	04/29/08	ATK	06/20/07	12/27/07	95	12/27/07	6.8	12/27/07	*RATIO 2	12/27/07	100/80		
12	60	11/21/07	ATK	02/28/08	ATK	10/24/07	01/09/08	48	01/09/08	11.5	02/23/07	*RATIO 12	11/21/07	120/80		
13	43			02/12/08	ATK		07/12/07	174	07/12/07	6.9	03/20/07	*RATIO 6	07/12/07	110/70		
14	63			02/11/08	ATK	05/01/06	04/18/07	79	09/19/07	7.2	09/19/07	*RATIO 55	09/19/07	140/80		
15	74	12/12/07	ATK	05/27/08	ATK	03/10/08	05/30/07	73	12/12/07	5.7	05/30/07	*RATIO 8	12/12/07	120/68		
16	71	10/22/07	ATK	05/05/08	ATK	02/15/08	11/09/07	80	02/04/08	5.7	02/04/08	*RATIO 57	02/04/08	144/74		
17	62	11/06/07	ATK	02/19/08	ATK	10/31/07	11/06/07	106	11/06/07	9.2	11/06/07	*RATIO 163	10/10/07	120/80		
18	68	01/24/08	ATK	05/23/08	ATK	07/21/07	01/24/08	102	01/24/08	6.4	01/24/08	*RATIO 4	01/24/08	130/80		
19	58	11/15/07	ATK	02/13/08	ATK	09/07/07	09/27/07	97	09/27/07	6.2	07/05/07	*RATIO 62	11/15/07	110/70		
20	39			02/12/08	ATK		05/21/07	85	06/08/07	10.5	06/08/07	*RATIO 95	06/28/07	120/80		
21	56	01/09/08	ATK	05/07/08	ATK	03/10/08	01/09/08	149	01/09/08	7.3	01/09/08	*RATIO 3	01/09/08	110/80		

Results

- Sharply improved quality metrics for chronic disease and preventive screening
- Reduce the need for hospital care
- Cost savings
- Beneficial impact on revenue in a capitation model

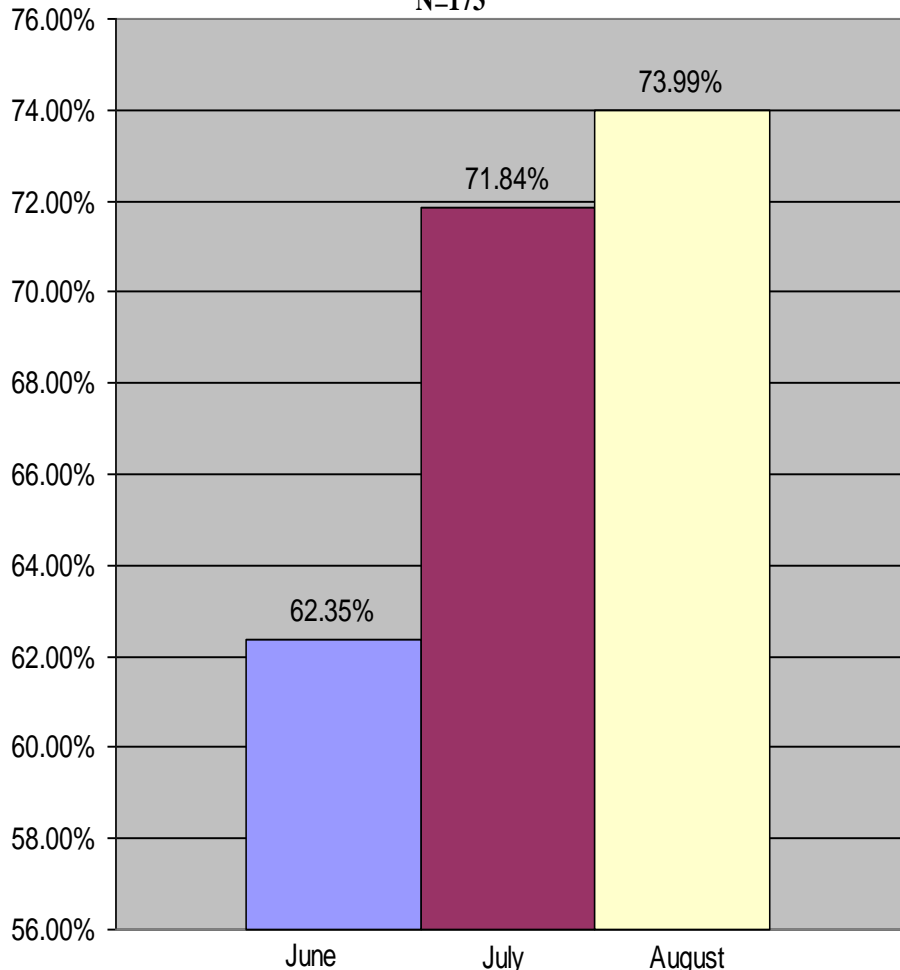




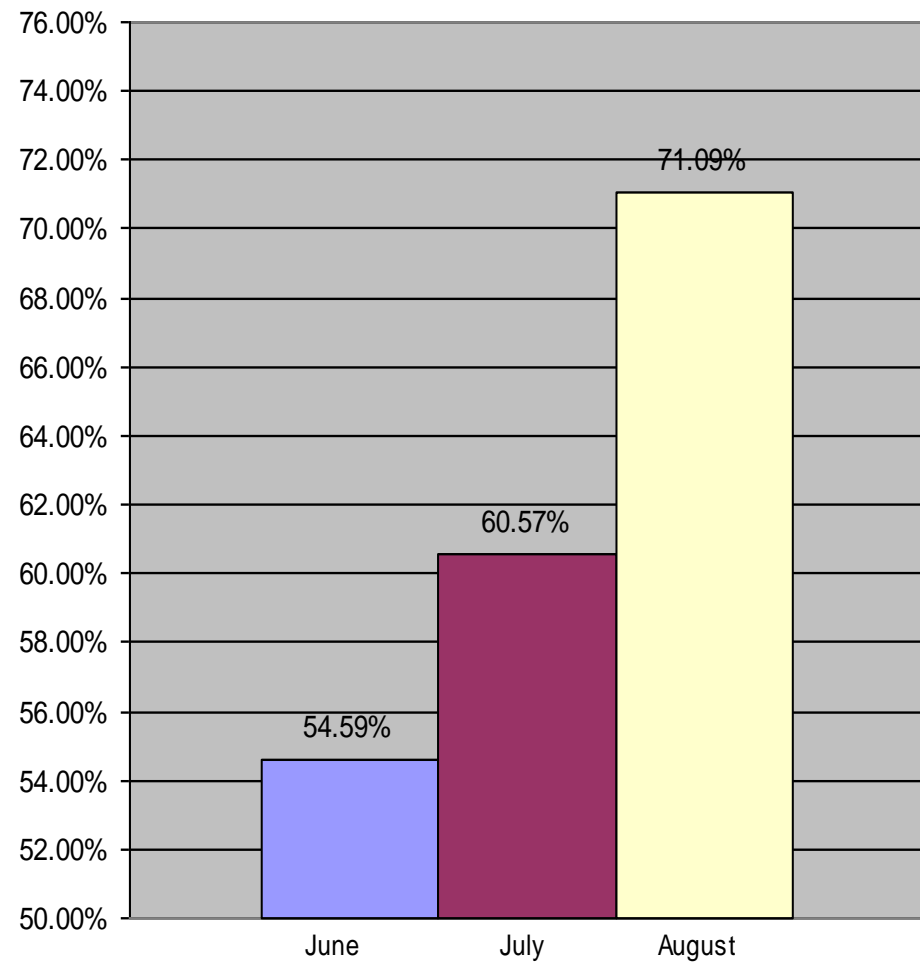
1st Planned Care Site Coordinator Arrives at East Cambridge Health Center

June 2005 (N=173)

% of Patients with an A1C Done in the Past 6 Months
N=173



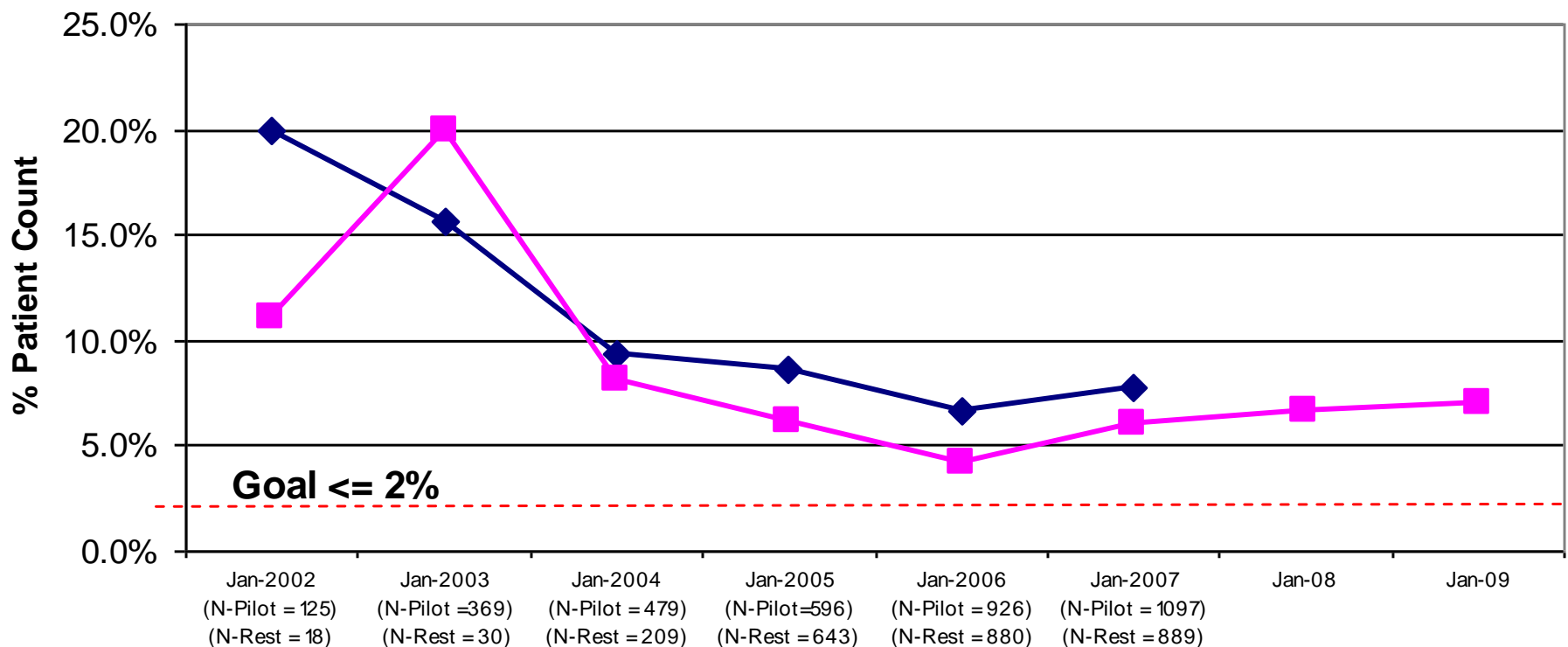
% of Patients with an Eye Exam in the Past Year
N=173





Childhood Asthma: % Patients with Asthma ED Visits

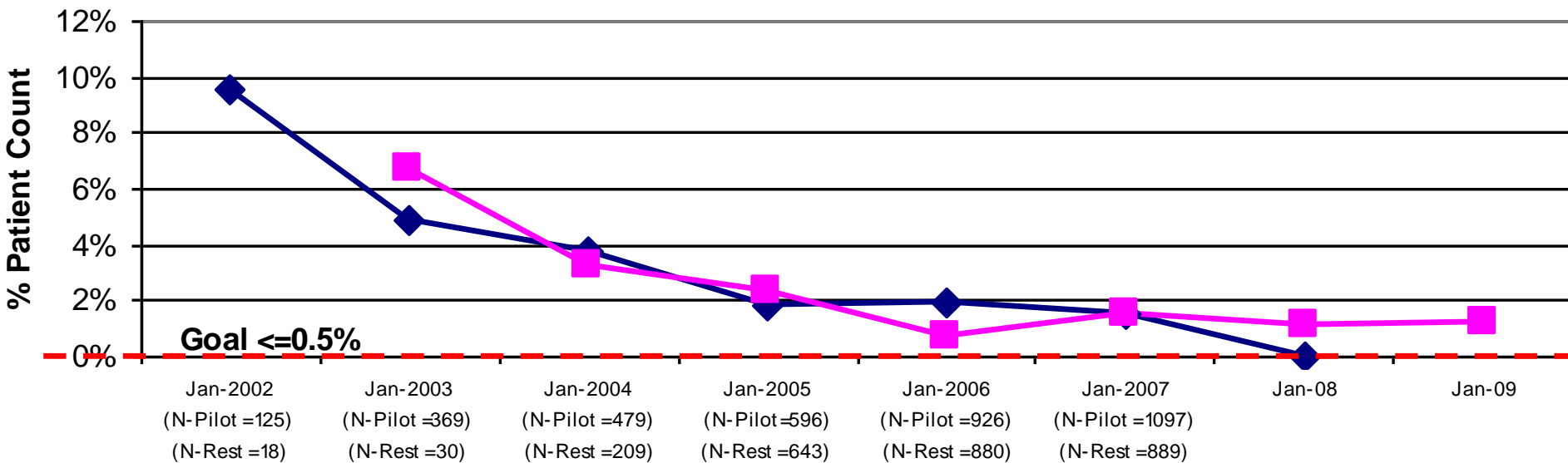
—◆— Pilot Sites (PEDO & SOPED) —■— Rest of CHA





Childhood Asthma: % Patients with Asthma Admissions

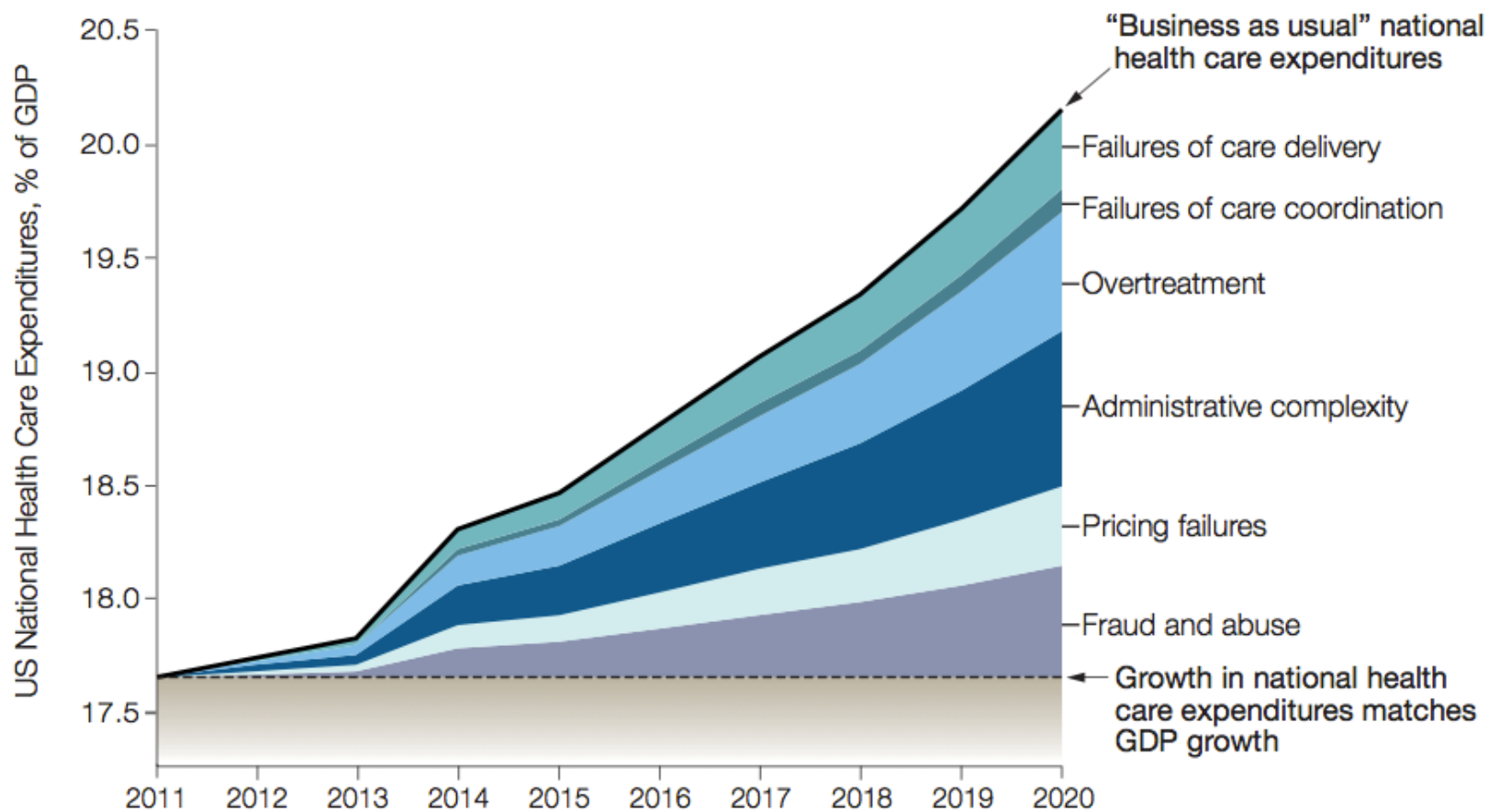
◆ Pilot Sites (PEDO & SOPED) ■ Rest of CHA



The Wedges of Waste

Eliminating Waste in US Health Care

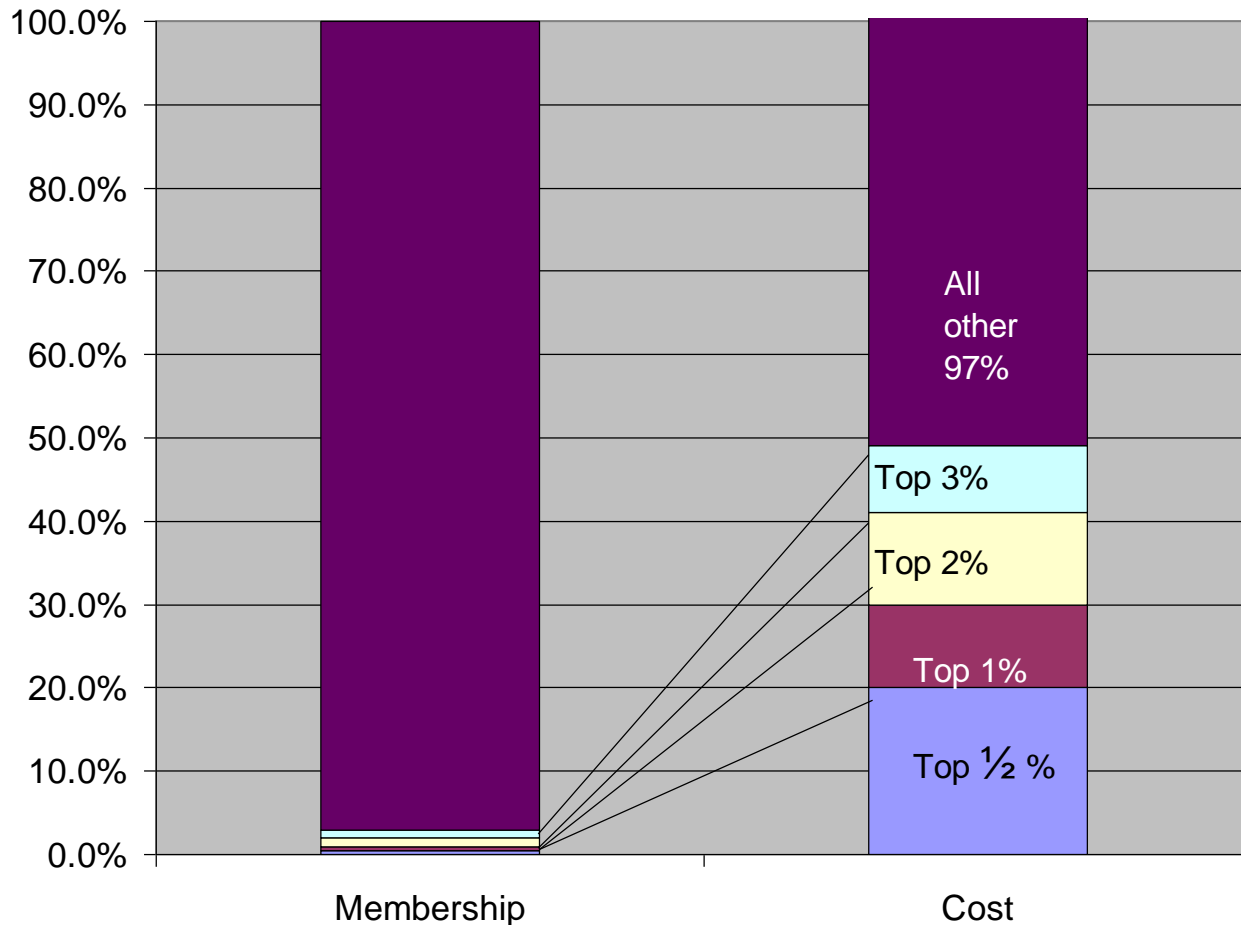
Donald M. Berwick, MD, MPP Andrew D. Hackbarth, Mphil. *JAMA*. 2012;307(14):doi:10.1001/jama.2012.362



ACO

- Accountable to whom?
- Accountable for what?

A small number of patients are responsible for a large portion of medical cost



Data from a large Massachusetts
HMO--2000

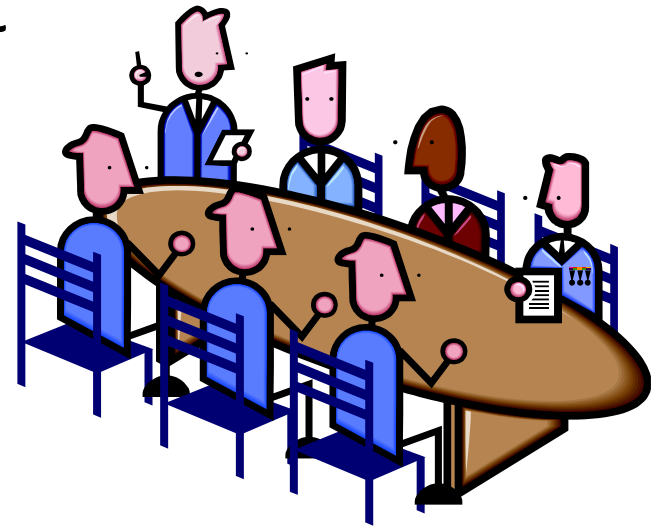


Risk contracting

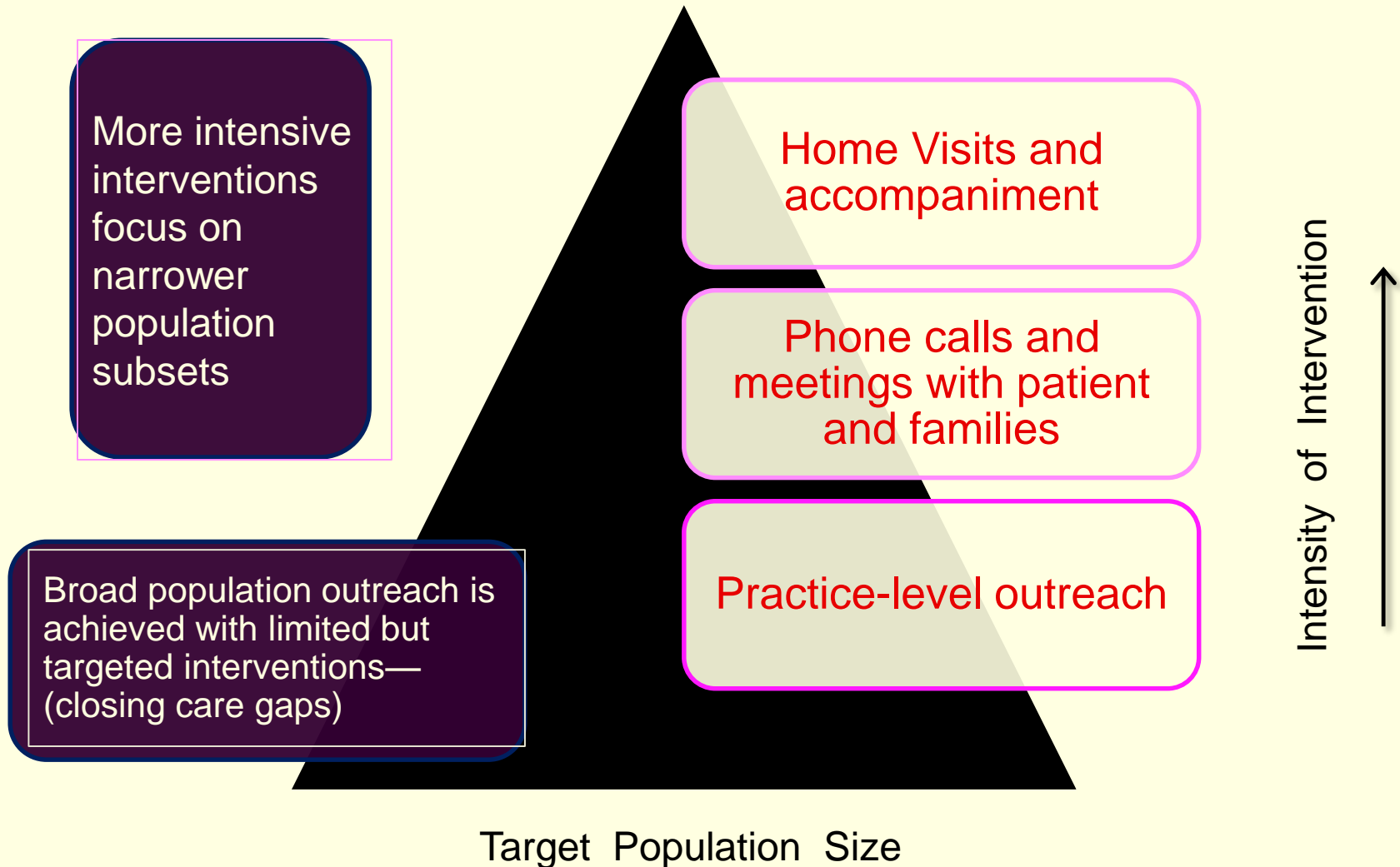
- Financial responsibility for a defined population for a defined series of events for a defined period of time.
- There is always 'risk'
 - Just a question of who holds the risk
- With a large enough population and with good management, it is safe to assume risk in healthcare
- Needs to be led properly

ACO Infrastructure

- Care Management
- Medical Management
- Social Work Department
- Pharmacy Management
- Data & Reporting
- Contracting
- Quality Improvement
- EHR integration
- Communication



Complex Care Management



Leading in times of change

- Success and competitiveness of the organization as a whole
- Inspiration
- Positive regard
 - Acknowledgement of achievements and accomplishments
- Do processes and systems support the change?
- Physician involvement in the organization
- Match expectations with what can realistically be delivered