



**Southeast Texas Regional Healthcare Partnership**  
Texas Healthcare Transformation and Quality Improvement Program ☆ Medicaid 1115 Waiver

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# Region 3

## Learning Collaborative Conference – DY3

December 4, 2013

Hosted by: Harris Health System – Health System Strategy – Region 3 Anchor



David Lopez/Beth Cloyd

**WELCOME**



Beth Cloyd

# **ANCHOR TEAM INTRODUCTIONS**



# Your Region 3 Anchor Team

## Operations

- Policy
- State Protocols
- State Liaison
- Communications

- Reporting
- Data Analysis
- Learning Collaborative

## Project Management Office - (PMO)

- Project Support
- PL Implementation
- PL Management and Training

- Performance Measurement and Tracking
- Regional Project Liaisons
- Program Scorecards



# Your Region 3 Anchor Team

- Beth Cloyd – EVP and CNE
- Karle Scroggins – Operations Coordinator
- Nicole Lievsay – Director, Operations
- Margarita Gardea – Manager, Operations
- Jennifer Roberts – Strategy Analyst, Operations
- Shannon Evans – Regional Liaison, Operations
- *Open – Regional Liaison, Operations*
- *Open – Director, Project Management Office (PMO)*
- Stephen Orrell – Manager, PMO
- James Conklin – Project Manager, PMO
- Christy Chukwu – Project Manager, PMO
- Swathi Gurjala – Project Manager, PMO



Nicole Lievsay

# **REGION 3 RHP PLAN UPDATE**



# Where We've Been...

- Three RHP plan submissions to HHSC
- Full plan submission to CMS on April 11, 2013
- Initial Feedback and Approval from CMS
  - May 2013 and September 2013
- August and October DY2 Reporting
  - Receipt of Approved August DY2 Values – November 2013
- Project Management Software Implementation and Training across Region



# Where we are now – RHP Plan

- Completed Phases
  - Phase 1 – Tables 5 & 6 and some of Table 4
  - Phase 2 – Quantifiable Patient Impact Confirmation
  - Phase 3 – DY2 Reporting Metrics Confirmation and Corrections
    - Similar process planned for April DY3 (2014) reporting
  - Phase 4 (In process) – Due 12/6/2013
    - Technical Corrections & Plan modifications
- To Come – Final Approvals of DY4&5 Values

# Timeline



Topic	Due to Anchor	Due to HHSC
Learning Collaborative Event	NA	12/4/2013
Phase 4 Submissions	11/29/2013	12/6/2013
Annual Report	12/9/2013 (Start of Day)	12/15/2013
New 3-year Project (Pass 4) Plans	12/11/2013	12/20/2013
Projects still not initially approved from CMS	TBD	TBD
DY4&5 Valuation Feedback from CMS	TBD	TBD
DY2 October Reporting Feedback	TBD	December
IGT Due for October DY2 Reporting	NA	1/3/2014
Incentive Payment for October DY2 Reporting	NA	1/24/2014
April DY3 Reporting (1 <sup>st</sup> Opportunity)	NA	4/30/2014
Final RHP Plan Due to HHSC	TBD	4/2014



# Where we are now – Overall for RHP3

- Project Reviews & Approvals
- Annual Report Development and Submission
- New 3-Year Projects (Pass 4) Process Implementation
- Performance Logic Utilization
- Learning Collaborative Activities
- Newsletter Publication
- New Website Development
- GIS/Mapping Tools Discussions
- Regional Recruitment Initiative Discussions



# Where we are now – State

- Project Reviews & Approvals
- New Rule related to IGT Funds for State Monitoring
- Mid-Point Assessment Guidance & Planning
- Texas A&M Evaluation Initiation
- Statewide Learning Collaborative Development
- Payment Schedule Implementation
- Uncompensated Care Tool Updates
- Waiver Extension Planning



Nicole Lievsay

# **EVENT OVERVIEW**



# AGENDA

- Anchor Team Introductions
- RHP Plan Status Update and Next Steps
- Population Health Analytics & Performance Logic
- Lunch
- Cohort Workgroup Updates
- Data Presentations & Discussion
- Regional Stakeholder Feedback/Q&A
- Next Steps



# Goals, Objectives & Activities

- Something for Everyone
- Learning Collaborative Metrics
  - Raise the Floor Initiatives
  - Participate – Commit – Document
- Celebration of Success
- Newsletter
- Website
- Interviews
- Maps
- Raffle



# POPULATION HEALTH ANALYTICS & PERFORMANCE LOGIC



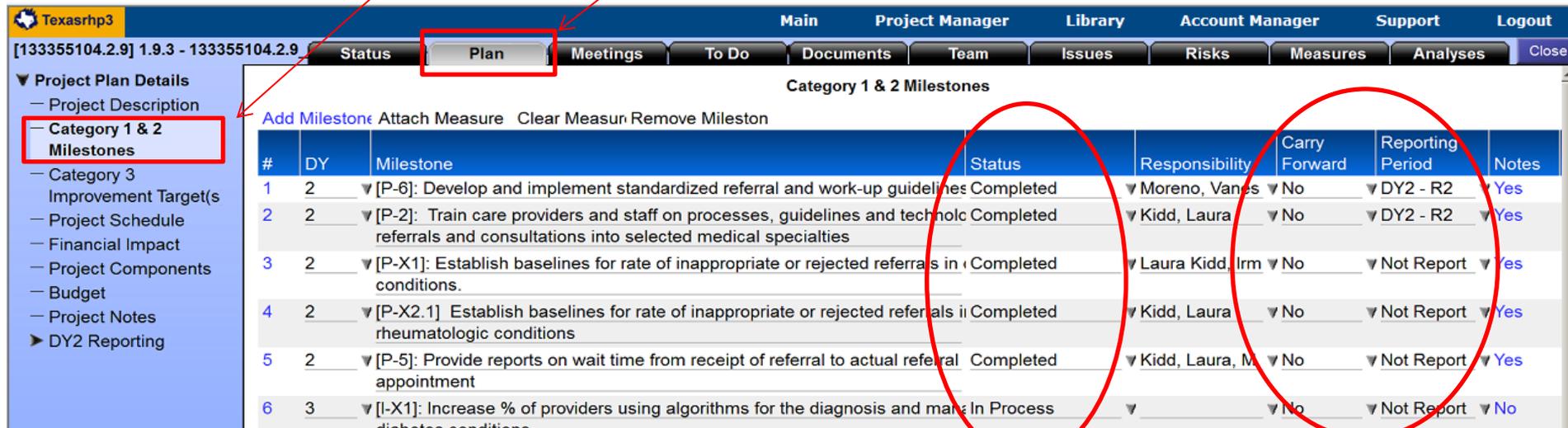
Stephen Orrell

# **PERFORMANCE LOGIC UPDATES**

# Best Practices – Tracking Milestones

Plan Tab

Milestone View



The screenshot shows the 'Plan' tab selected in the software interface. The left sidebar contains a tree view with 'Category 1 & 2 Milestones' highlighted. The main content area displays a table titled 'Category 1 & 2 Milestones' with columns for #, DY, Milestone, Status, Responsibility, Carry Forward, Reporting Period, and Notes. Two red circles highlight the 'Status' and 'Reporting Period' columns.

#	DY	Milestone	Status	Responsibility	Carry Forward	Reporting Period	Notes
1	2	[P-6]: Develop and implement standardized referral and work-up guidelines	Completed	Moreno, Vanes	No	DY2 - R2	Yes
2	2	[P-2]: Train care providers and staff on processes, guidelines and technolo	Completed	Kidd, Laura	No	DY2 - R2	Yes
3	2	[P-X1]: Establish baselines for rate of inappropriate or rejected referrals in	Completed	Laura Kidd, Irm	No	Not Report	Yes
4	2	[P-X2.1] Establish baselines for rate of inappropriate or rejected referrals in	Completed	Kidd, Laura	No	Not Report	Yes
5	2	[P-5]: Provide reports on wait time from receipt of referral to actual referral	Completed	Kidd, Laura, M	No	Not Report	Yes
6	3	[I-X1]: Increase % of providers using algorithms for the diagnosis and man	In Process		No	Not Report	No

# Best Practices – Financial Impact

Plan Tab

Financial Impact View

Texasrhp3 [133355104.2.9] 1.9.3 - 133355104.2.9\_Expand Access to Specialty Care

Main Project Manager Library Account Manager Support Logout

Status **Plan** Meetings To Do Documents Team Issues Risks Measures Analyses Close

FY Start: October 1

▼ Project Plan Details

- Project Description
- Category 1 & 2 Milestones
- Category 3 Improvement Target(s)
- Project Schedule
- Financial Impact**
- Project Components
- Budget
- Project Notes
- DY2 Reporting

Category 1 & 2 Milestones	Status	Carry Forward	Reporting Period	DY 2 (2013)	DY 3 (2014)	1
				Gross	Gross	G
				Expected*	Expected*	Exp
[P-6]: Develop and implement standardized referral and work-up guidelines (DY 2)	Completed	No	▼ DY2 - R2	▼ \$1,241,582		\$
[P-2]: Train care providers and staff on processes, guidelines and technology for referrals and consultations into selected medical specialties (DY 2)	Scheduled	No	▼ DY2 - R2	▼ \$1,241,582		\$
[P-X1]: Establish baselines for rate of inappropriate or rejected referrals in diabetes conditions. (DY 2)	In Process	No	▼ DY2 - R2	▼ \$1,241,582		\$
[P-X2.1] Establish baselines for rate of inappropriate or rejected referrals in rheumatologic conditions (DY 2)	Completed	No	▼ DY2 - R2	▼ \$1,241,582		\$
[P-5]: Provide reports on wait time from receipt of referral to actual referral appointment (DY 2)	Received	No	▼ DY2 - R2	▼ \$1,241,582		\$
[I-X1]: Increase % of providers using algorithms for the diagnosis and management of diabetes conditions (DY 3)	Not Achieved	No	▼ Not Reported		\$1,693,125	\$
[I-X2]: Increase % of providers using algorithms for rheumatologic conditions. (DY 3)	In Process	No	▼ Not Reported		\$1,693,125	\$
[I-26]: Reduce the rate of inappropriate or rejected referrals (DY 3)	In Process	No	▼ Not Reported		\$1,693,125	\$
[I-26]: Reduce the rate of inappropriate or rejected referrals (DY 3)	In Process	No	▼ Not Reported		\$1,693,125	\$
<b>Total Category 1 &amp; 2 Milestones</b>				<b>\$6,207,910</b>	<b>\$6,772,500</b>	<b>\$1</b>

# Best Practices – Project Status Reports

Texasrhp3

### Current Projects

Project Name

Texas Regional Health Partnership 3

- + Anchor
- + Baylor College of Medicine
- + Bayshore Medical Center
- + City of Houston Department of Health and Human Services
- + Columbus Community Hospital
- + El Campo Memorial Hospital
- + Fort Bend County Clinical Health Services
- + Gulf Bend
- + Gulf Coast Medical Center
- Harris County Hospital District Ben Taub General Hospital
  - 1 - Infrastructure Development
    - 1.1 - Expand Primary Care Capacity
      - 1.1.1 - 133355104.1.14 Establish Primary Care

Report Views

Strategy Tab

Provider Level

Harris County Hospital District Ben Taub General Hospital

Strategy | Projects | Status | Team | Meetings | Documents | Discussion

▼ Organization Views

- Project Status - Per DY
- Financial Tracking - Per DY
- Financial Tracking - All DYs
- IGT Tracking - Per DY
- Metric Achievement Summary for DY2
- Provider Summary

Project Status - Per DY

Hide All

ID	Project ID	Unique ID	Projects/Milestones	Status	Period
-			Harris County Hospital District Ben Taub General Hospital		
+ 1.1.1	1.14	133355104.1.14	133355104.1.14_Establish Primary Care clinics: Casa de Amigos Same Day Access Clinic	●	
+ 1.1.1	1.1	133355104.1.1	133355104.1.1_Establish more primary care clinics: Gulfgate Area Same Day Access Clinic	●	
+ 1.1.1	1.2	133355104.1.2	133355104.1.2_Establish more primary care clinics: People's Area Same Day Access Clinic	●	
+ 1.1.1	1.4	133355104.1.4	133355104.1.4A_Establish a primary care clinic: Add Two Health Centers_LONGPOINT	●	



# Best Practices – Phase 4

- Existing Fields: Verify/revise the project name, category, intervention, and details
- New Fields: %Medicaid and low income uninsured you expect to serve (from QPI spreadsheet)
- Milestones and Improvement Targets: Verify milestone data are correct
- Financial Impact: Verify the incentive amounts are consistent with your project documents
- Project Components: Add and/or update your core components as specified in the RHP Planning Protocol and project submission
- Measures: Verify the measures are named appropriately
- Issues: Add and/or update issues related to your project



Jennifer Roberts

# **DATA ADVISORY GROUP UPDATE**



# Goals:

- Data Advisory Update
- Learn how to use Performance Logic to review regional population health data and improve Category 3 and Category 4 outcomes.
  - Data Advisory Cohort Support
  - Learning Collaborative
  - Annual Report
  - Data Sharing
  - Category 4



# Data Advisory Cohort Support

## Data Advisory Group Members:

Dr. Connie Almeida-Ft. Bend County

Dr. Deborah Banerjee-COH

Dr. Charles Begley-UTSPH

Joe Dygert-Harris Health System

Scott Hickey-MHMRA

Annie John-Harris Health System

Ed Sturdivant-Ft. Bend County

Karen Rose-Texas Children's

Cherina Thomas-Harris Health System

Dr. Sandra Tyson-UTHSC



# EC Regional Hospital Data

Table 7: Hospital Utilization and Financial Experience – 2010

County	# of Hospitals	# of Beds	ER Visits	Outpatient Visits	Inpatient Admissions	Total Uncompensated Care	Total Patient Revenue	Uncomp. Care as % of Total Patient Revenue
Austin	1	23	5,021	63,846	620	\$2,234,848	\$21,722,744	10.3%
Calhoun	1	25	10,325	26,427	1,321	\$6,274,008	\$42,694,891	14.7%
Chambers	2	39	5,299	45,164	799	\$3,452,446	\$20,911,428	16.5%
Colorado	3	73	10,241	101,821	9,012	\$5,198,957	\$63,496,889	8.2%
Fort Bend	8	771	119,979	294,483	28,743	\$116,670,008	\$1,995,333,877	5.8%
Harris	59	12,098	1,441,087	7,684,098	476,500	\$3,317,319,516	\$39,395,686,451	8.4%
Matagorda	2	69	19,368	40,480	3,156	\$16,185,582	\$108,463,293	14.9%
Waller	0	0	0	0	0	0	0	0
Wharton	2	99	15,530	73,437	2,695	\$17,740,547	\$149,056,953	11.9%
<b>TOTAL</b>	78	13,197	1,626,850	8,329,756	522,846	\$3,485,075,912	\$41,797,366,526	8.3%



# Emergency Data Sources

- Improving Patient Flow and Reducing Emergency Department Crowding: A Guide for Hospitals by AHRQ  
<http://www.ahrq.gov/research/findings/final-reports/ptflow/index.html>
- *Caring for the Costliest* by Haydn Bush [www.hhnmag.com](http://www.hhnmag.com)
- *Better Care for Super-Utilizers* [www.rwjf.org](http://www.rwjf.org)
- *Effect of a Housing and Case Management Program on Emergency Department Visits and Hospitalizations Among Chronically Ill Homeless Adults* by Sadowski et al.
- *“Because Somebody Cared about Me. That’s How It Changed Things”*: Homeless, Chronically Ill Patients’ Perspectives on Case Management by Davis et al.
- *Innovation, brainstorming reduce ER wait times* by Ashley Gould  
[www.fiercehealthcare.com](http://www.fiercehealthcare.com)



# Behavioral Health Data Resources

- TDSHS, Texas Health Care Information Collection, Hospital Discharge Data
- TDSHS, Behavioral Risk Factor Surveillance System
- UTSPH, Harris County Hospital ED Study
- UTSPH, Health of Houston Survey
- HHS <http://www.hhs.gov/autism/>
- CDC <http://www.cdc.gov/mentalhealth/data-stats.htm>
- NIH <http://www.nimh.nih.gov/statistics/1nhanes.shtml>
- SAMHSA <http://www.samhsa.gov/data/NSDUH.aspx>
- CMS <http://www.cms.gov/Research-Statistics-Data-and-Systems/Research/ResearchGenInfo/index.html>
- Texas Connector <http://www.texasconnects.org/>



Jennifer Roberts

# POPULATION HEALTH ANALYTICS



# Category 4 PL Template

	<b>Year 2 (10/1/2012 – 9/30/2013)</b>	<b>Year 3 (10/1/2013 – 9/30/2014)</b>	<b>Year 4 (10/1/2014 – 9/30/2015)</b>	<b>Year 5 (10/1/2015 – 9/30/2016)</b>
<b>Capability to Report Category 4</b>	Milestone: Status report submitted to HHSC confirming system capability to report Domains 1, 2, 4, 5, and 6.	Milestone: Status report submitted to HHSC confirming system capability to report Domains 3.		
Estimated Maximum Incentive Amount	\$ 1,321,905	\$ 3,867,634		
<b>Domain 1: Potentially Preventable Admissions (PPAs)</b>				
Planned Reporting Period: 1 or 2		2	2	2
Domain 1 - Estimated Maximum Incentive Amount		\$ 3,862,369	\$ 4,167,662	\$ 4,502,847
<b>Domain 2: Potentially Preventable Readmissions (30-day readmission rates)</b>				
Planned Reporting Period: 1 or 2		2	2	2
Domain 2 - Estimated Maximum Incentive Amount		\$ 3,862,369	\$ 4,167,662	\$ 4,502,581
<b>Domain 3: Potentially Preventable Complications (PPCs)</b>				
Includes a list of 64 measures identified in the RHP Planning Protocol.				
Planned Reporting Period: 1 or 2			2	2
Domain 3 - Estimated Maximum Incentive Amount			\$ 4,167,662	\$ 4,502,582
<b>Domain 4: Patient Centered Healthcare</b>				
<i>Patient Satisfaction - HCAHPS</i>				
Measurement period for report		Oct. 1 - Sept. 30	Oct. 1 - Sept. 30	Oct. 1 - Sept. 30
Planned Reporting Period: 1 or 2		2	2	2



# Reporting Domains Summary

Providers will submit all Category 4 reporting on a template provided by HHSC. Even for the data made available by HHSC (PPEs), the provider will include this data in the Category 4 reporting template that they submit to HHSC. Providers will report all-payor data and Medicaid only data for RD-4 – RD-6.

RD ID	Domain Name	Measurement Period	Data Source	Required?
RD-1	Potentially Preventable Admissions (PPAs)	Calendar Year	HHSC	Required
RD-2	Potentially Preventable Readmissions (PPR, 30-day)	Calendar Year	HHSC	Required
RD-3	Potentially Preventable Complications (PPCs)	Calendar Year	HHSC	Required
RD-4	Patient-Centered Healthcare	Provider cycle <sup>2</sup>	Provider	Required
RD-5	Emergency Department	Provider cycle <sup>2</sup>	Provider	Required
RD-6 <sup>1</sup>	Adult/Child Core set of Health Care Quality Measures	Provider cycle <sup>2</sup>	Provider	Optional



# Reporting details RD1

## *Potentially Preventable Admissions (PPA)*

- CHF admit rate
- DM admit rate
- Uncontrolled DM
- DM long-term complications/admit rate
- Behavioral Health/Substance abuse admit rate
- COPD/Adult Asthma admit rate
- HTN admit rate
- Pedi asthma admit rate
- Bacterial pneumonia/flu vax rate



# Reporting details RD2

## *Potentially Preventable 30-Day Readmissions (PPR)*

- CHF
- DM
- Behavioral health & Substance abuse
- COPD
- Stroke
- Pedi-asthma
- All cause

\*Reporting exceptions (AMA, Cancer, OB, Primary psychiatric, unique populations, new patients <1 yr)



# Reporting details RD3

## *64 Potentially Preventable Complications (PPC)*

- stroke, CNS, Pneumonia, pulmonary edema, shock, CHF, Acute MI, ketoacidosis, renal failure, post-op infection, septicemia, accidental puncture/laceration/ hemorrhage during surgery, surgical complications, foreign body, device complications, anesthesia complications, other in-hospital adverse events



# Reporting details RD4

## *Patient-centered Healthcare (PCH)*

- In-patient satisfaction
- Medication management
  - Reconciled med list at discharge
    - Meds to be take after discharge
    - Meds continued from in-patient post discharge
    - Discontinued meds (prior to admission)
    - Allergies and adverse reactions to meds



# Reporting details RD5

## *Emergency Department*

- Admit decision time to ED departure time  
(excludes transport time)



# Optional Reporting Areas (RD6)

## Children

- Percentage of Live Births Weighing less than 2,500 grams
- Cesarean Rate for Nulliparous Singleton Vertex
- Ambulatory Care: Emergency Department Visits
- Pediatric Central Line associated Bloodstream Infections
- Neonatal Intensive Care Unit
- Pediatric Intensive Care Unit

## Adult

- All Cause Readmission
- Diabetes, Short term Complications Admission Rate
- COPD Admission Rate
- CHF Admission Rate
- Adult Asthma Admission Rate
- Elective Delivery
- Antenatal Steroids
- Care Transitions





THANK YOU!!!  
**QUESTIONS**



**LUNCH**



Margarita Gardea

# **COHORT WORKGROUP UPDATES & OPPORTUNITIES**



# Concept and Structure Overview

- Five (5) Workgroup Opportunities
  - **Emergency Center (EC) Utilization**
  - **Behavioral Health**
  - Navigation
  - Primary Care Access
  - Chronic Care Management
- No deadlines to participate/express interest
- Different levels of commitment
- Purpose and fit into overall structure
- Group Leaders and Advisory Group Liaisons



## REGIONAL LEARNING COLLABORATIVE

Identifying Improvement Topics



Disseminating Knowledge



## COHORT WORKGROUPS

Identifying discrete improvement areas



## COHORT SUBGROUPS

### WHO

Performing Providers

Other Community Stakeholders

Experts & Consultants, as needed

### WHAT

Developing strategic approaches

Disseminating knowledge gained

### WHEN

Workgroup Timeline – as defined by the workgroup (~3 months)

### HOW

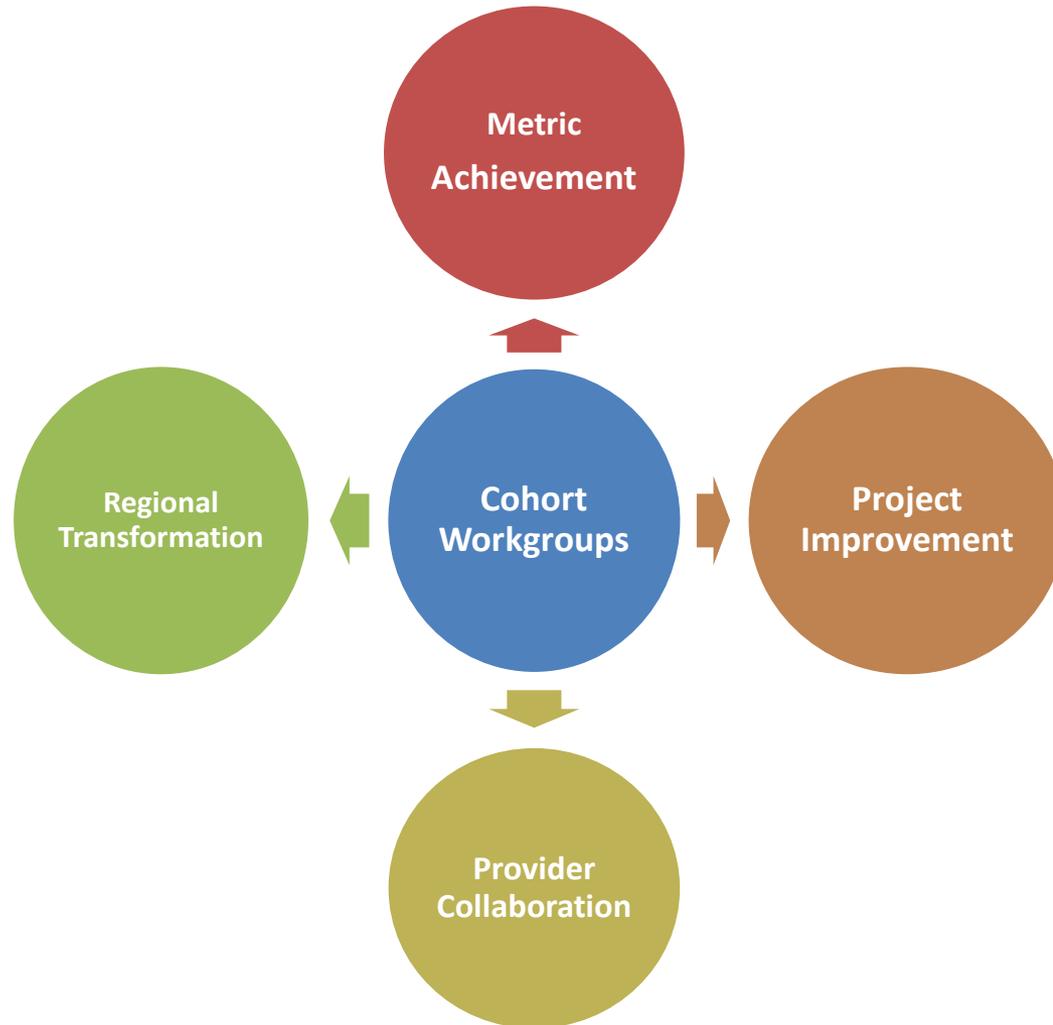
IHI Model – PDSA Cycles

Support from QI and Data Advisory Groups

Documentation Sharing



# Cohort Workgroups Outcomes





# Learning Collaborative and PL

Texasrhp3 Firefox Alpha Main Project Manager Library Account Manager Support Logout  
Project List My Status Profile Administrator

## Current Projects

Project Name	Project ID	Project Type	Owner	Department	Status	Date Created	Last Revision	Lock
Texas Regional Health Partnership 3		Folder	Orrell, Stephen	Harris County Hospital District			12/02/13	
Anchor		Folder	Gardea, Margarita	Harris County Hospital District			11/20/13	
Learning Collaborative		Folder	Gardea, Margarita	Harris County Hospital District			11/14/13	
Cohorts		Folder	PL Administrator				11/14/13	
Access to Primary Care		Folder	PL Administrator				11/13/13	
Behavioral Health		Folder	PL Administrator				11/13/13	
Chronic Care Prevention and Management		Folder	PL Administrator				11/13/13	
EC		Folder	PL Administrator				11/14/13	
Navigation		Folder	PL Administrator				11/13/13	
The Anchor PMO		Folder	Gurjala, Swathi	Harris County Hospital District			11/20/13	

- Project Timelines
- Data Repository
- Goal Setting/Tracking
- Data Sharing



# EC Utilization Cohort

- Kickoff Meeting – August 22, 2013
- Subgroups developed from topical interests related to EC Utilization
  - Increased Capacity
  - Navigation
  - Behavioral Health \*
- Held meetings with identified group leaders for each subgroup
- Subgroups have developed charters and aims
- Timelines determined by groups



# Behavioral Health Cohort

- Kickoff Meeting – November 15, 2013
- Group identified challenges and obstacles
- Quality Advisory Group analyzing discussion outcomes for potential subgroups
- Next Step –
  - Set up conference calls to define subgroups
  - Identify group leaders and Advisory Group liaisons
  - Begin developing Charter and Aim Statements



Dr. Charles Begley

# **EMERGENCY CENTER DATA**

# Harris County Hospital EC Trends

UT School of Public Health  
Houston Health Services Research  
Collaborative

Charles Begley, Keith Burau,  
Pat Courtney, Ibrahim Abbass



# Harris County Hospital ED Study

- Since 2002, 11-26 hospitals have shared their ED visit data with the UTSPH
- Data used to:
  - determine trends in number and type of ED visits
  - percent primary care related
  - characteristics of patients
- Today:
  - Recent data points that provide basis for the EC Cohort Subgroups



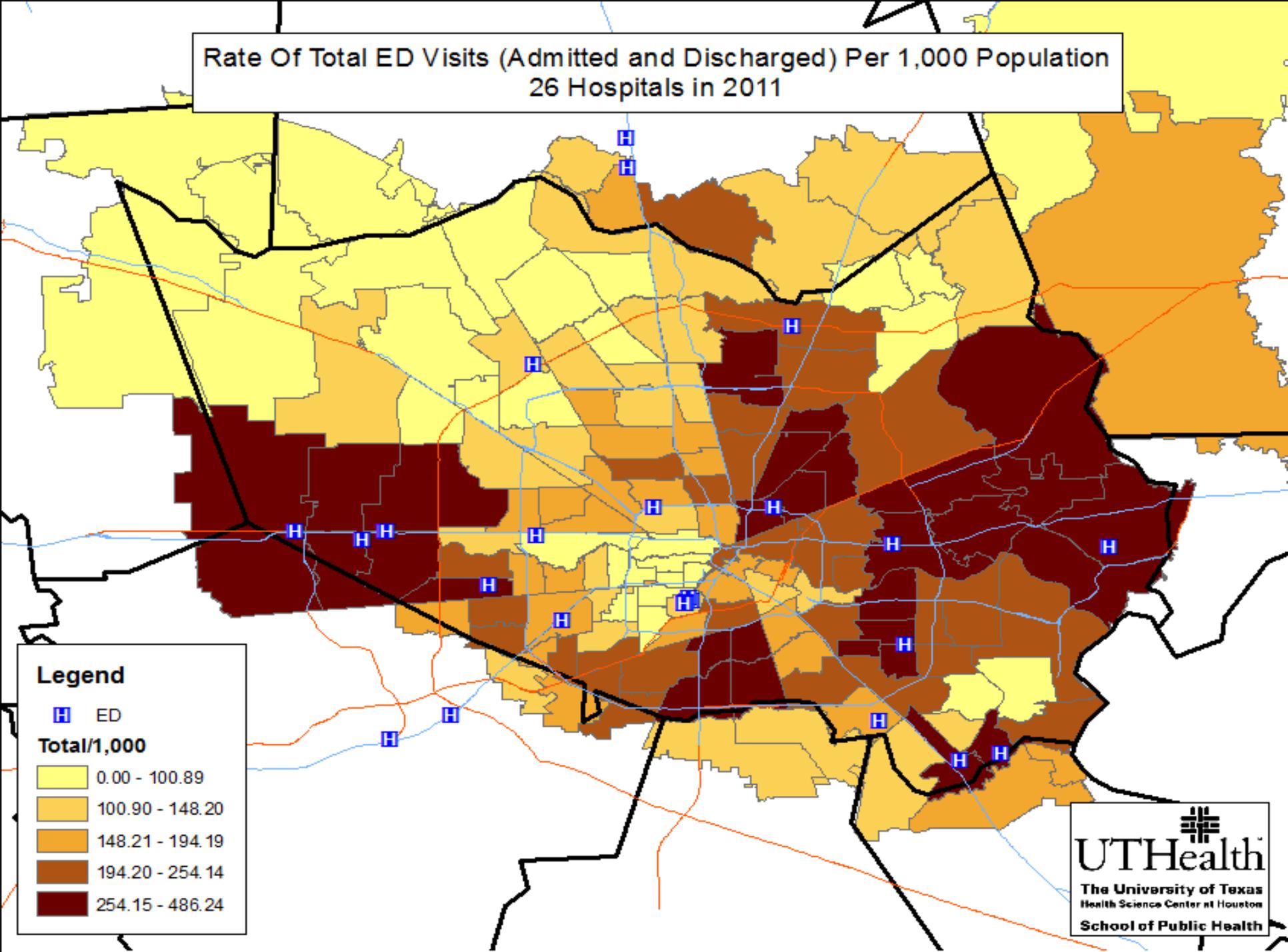
# Total ED Visits

- Total ED visits to Harris County Hospitals
  - 1,798,752 in 2011
  - 1,494,120 in 2007
- Percent of total ED visits by Harris County residents
  - 83% 2011
  - 85% 2007
- Harris County population rate of ED visits
  - 314 per 1000 in 2011
  - 326 per 1000 in 2007

# Characteristics of Patients

- Female Insured – 250 per 1,000/Uninsured – 311 per 1,000
- Male Insured – 189 per 1,000/Uninsured – 229 per 1,000
- Medicaid/CHIP children – 445 per 1,000
- Highest rates for the very young and very old
- | Asian | Black | Hispanic | White |
|-------|-------|----------|-------|
| 96    | 478   | 242      | 275   |

Rate Of Total ED Visits (Admitted and Discharged) Per 1,000 Population  
26 Hospitals in 2011



Legend



ED

Total/1,000

- 0.00 - 100.89
- 100.90 - 148.20
- 148.21 - 194.19
- 194.20 - 254.14
- 254.15 - 486.24



# Primary Care Related ED Visits

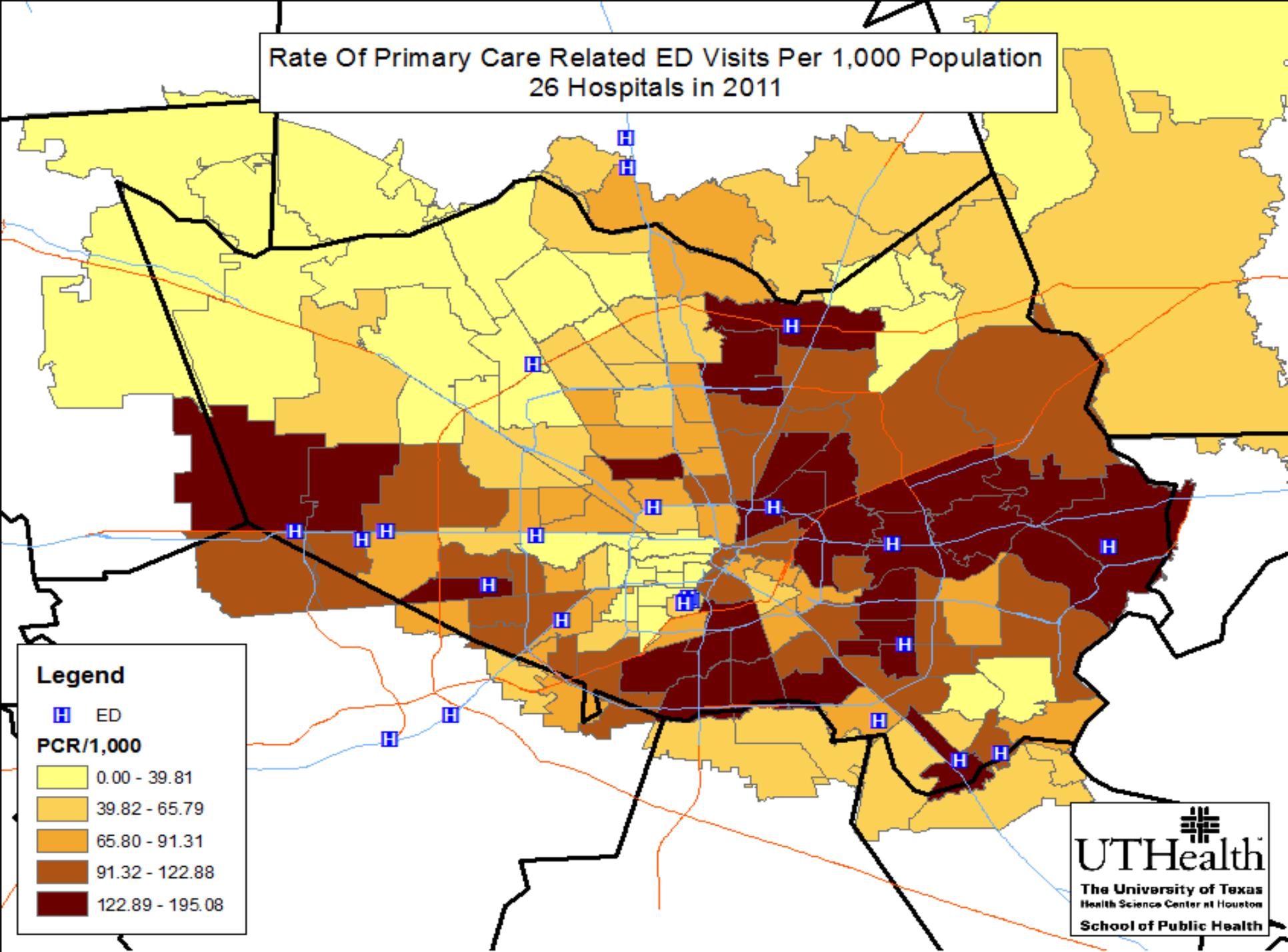
- 39.7% of all ED visits by Harris County residents were PCR in 2011, slightly lower than in the previous two years
  - 16.9% non-urgent
  - 17.6% primary care treatable
  - 5.2% preventable



# Characteristics of Patients with PCR ED Visits

- Same pattern as total ED visits
  - Highest for Medicaid, Medicare
  - Higher for uninsured
  - Higher for very young and elderly
  - Highest for Blacks

Rate Of Primary Care Related ED Visits Per 1,000 Population  
26 Hospitals in 2011



Legend



ED

PCR/1,000

- 0.00 - 39.81
- 39.82 - 65.79
- 65.80 - 91.31
- 91.32 - 122.88
- 122.89 - 195.08

# Total and PCR ED Visits by ESI

	Total ED	Pct	PCR ED	Pct
ESI1	3,720	0.86%	170	0.09%
ESI2	64,717	14.81%	16,920	9.11%
ESI3	229,956	52.61%	103,031	54.48%
ESI4	123,876	28.34%	57,027	30.71%
ESI5	14,817	3.39%	8,560	4.61%
	437,086	100.00%	186,708	100.00%



# Behavioral Health Related ED Visits

- The percentage of persons with a behavioral health diagnosis was 9.1% in 2011, its highest level in three years.
- The percentage of persons with a primary medical diagnosis as well as a behavioral health diagnosis was 6.9%, its highest level in three years.



# 2011 Cost of PCR ED Visits

- Total PCR Visits in 26 participating hospitals - 400,070
- Hospital ED Cost - \$327,383,128
- Cost if Treated in Community Clinics - \$85,098,400
- Difference - \$242,284,727



# DSRIP Projects Directly Aimed at ED Utilization

- 13 projects with “Appropriate ED Utilization” Category 3 Measure, 9 providers
- 5 behavioral health crisis stabilization projects
- 11 patient navigation projects



Diane Reidy

# **EC COHORT SUBGROUP – INCREASED CAPACITY**

# EC Cohort Increase Capacity

## Team Members

- Dr. Charles Begley
- Cynthia Lynn
- Dr. Greg Buehler
- Jeffery Johnston
- Linda Keenan
- Dr. Sahar Qashqai
- Dr. Lee Revere
- Diane Waters
- Jannice Phillips
- Karen Rose
- Stephanie Pharr
- Margarita Gardea



# EC Cohort Increase Capacity

## GOALS

1. Increase the staff knowledge of non-emergent resources
2. Increase the patient's knowledge of non-emergent resources
3. Increase the numbers of patients receiving non-emergent care in a non-emergency setting
4. Decrease the number of patients with non-emergent conditions receiving care in the emergency setting



# EC Cohort Increase Capacity

## AIM STATEMENT

The team will develop an approved survey to administer to Emergency Department staff. This survey will be used to establish a baseline of the staff's knowledge of community resources for non-emergent care.

# EC Cohort Increase Capacity

## CURRENT STATUS

We developed a survey that will help us focus on a project that can assist providers in decreasing non-emergent visits.

# EC Cohort Increase Capacity

## LESSONS LEARNED

- It is much easier to meet by conference call.
- Although we are from different institutions we have many of the same problems
- Had to regroup several times before identifying the appropriate first step



# EC Cohort Increase Capacity

## NEXT STEPS

- Conduct the Survey
- Analyze the results
- Share the results
- Develop an Action Plan based on the survey results



# EC Cohort Increase Capacity

## REQUEST FOR COMMITMENT

We would like to request that Performing Providers with Emergency Departments participate in this survey and distribute to appropriate ED Staff.



Dr. Sandra Tyson

# **EC COHORT SUBGROUP – NAVIGATION**



# Navigation LC Charter

Leader: Sandra K. Tyson, PhD

Advisory Group Members:

- Karen Rose – QI
- Deborah Banerjee, PhD – Data
- Joe Dygert – Data



# Navigation LC Charter

## Navigation projects represented

- Emergency Center
- Hospital Admissions with no PCP
- Behavioral Health
- Levels of Care
- Social Services
- Other

# Navigation LC Charter

## Goal of Navigation

- To reduce the fragmentation of care experienced by the patient to ensure continuity of care

## Best Practice for Navigation

- To provide the patient with the option best suited to them without regard for provider interests



# Navigation LC Charter

## Challenges to meeting this ideal

- Ability to follow patient across provider lines
  - Conflicts of interest
  - Competition
  - Patient confidentiality
- Knowledge of all resources available



# Navigation LC Charter

## Process Improvement Area

- Continuity of care for patients navigated across organizational lines
- Better navigation tools



# Navigation LC Charter

## AIM #1

We will develop a statement of commitment to our community regarding our collaborative approach to regional navigation by 12-4-13 and obtain all signatures by 3-31-13.

- Can be used as a framework for building more specific agreements/MOUs between partners.
  - Navigator to patient follow-up
  - Provider to provider follow-up
- Can be posted within our facilities.
- Will be translated into Spanish and other targeted languages.
- Will be shared with the community via various news outlets.

# Our Commitment to You

We commit to work together to help patients access the health care they need. As partners in health care, we will:

- Help our patients get timely appointments for care.
- Seek to find the most convenient source of care for our patients.
- Arrange for the type of care that is best for the patient.
- Support our patients in obtaining other needed services.

*Your Logo Here*

**HARRIS  
HEALTH  
SYSTEM**

MEMORIAL  
HERMANN

UT★Physicians  
A Part of UTHHealth



# Navigation LC Charter

## AIM #2

We will identify/develop a navigation tool by the end of DY3 to be made available to all navigators in RHP3 during DY4.

- Web-based
- Searchable
- Includes providers, specialties, all medical services, social services, transportation options, scheduling, etc.
- Plans for sustainability



# Navigation LC Charter

## Barriers to achieving:

- *Help our patients get timely appointments for care.*  
14 BARRIERS
- *Seek to find the most convenient source of care for our patients.*  
8 BARRIERS
- *Arrange for the type of care that is best for the patient.*  
13 BARRIERS
- *Support our patients in obtaining other needed services.*  
12 BARRIERS

## Potential Solutions—15

Ability to address a solution regionally

Provider Interest

# Navigation LC Charter

## Training

- AIM #3
  - We will arrange for training for RHP3 navigators in the use of the new web-based navigation tool during DY4.
  
- AIM #4
  - We will work to develop standardized learning objectives for the development of post, 160-hr CHW training that is based upon provider-identified training needs.



# REGIONAL DATA SHARING



Dr. Jim Langabeer

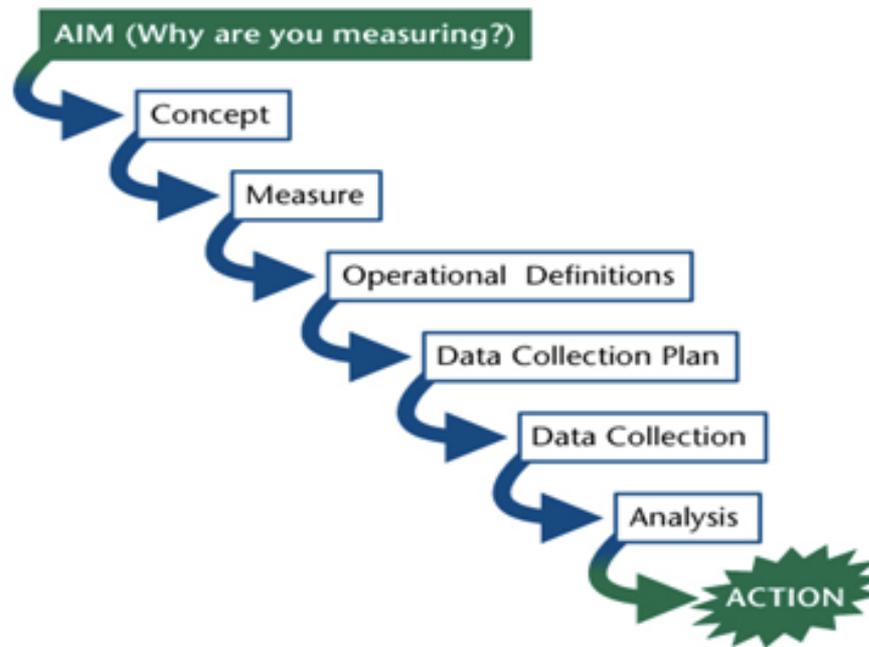
# **GREATER HOUSTON HEALTHCONNECT**



## **The Regional Health Exchange: Greater Houston Healthconnect**

James Langabeer, PhD  
CEO, Greater Houston Healthconnect

# Your DSRIP Project “Measurement Journey”



**Source:** Lloyd, R. *Quality Health Care: a guide to developing and using indicators.*  
Jones & Bartlett Publishers 2004

# Data Sharing for DSRIP projects



- + Measuring outcomes and improving care requires data and information
- + Sharing of this information however needs to be well-thought out
- + Several ways to get data – fax, email, manual entry, EHR systems, PACS, electronic interfaces between systems, etc.

# Data Sharing for DSRIP projects



- + Peer-to-peer Sharing Limitations
  - + Expensive
  - + Gets you only certain data fields
  - + Is limited to only one or two organization
  - + Requires storage of confidential HIPAA data in multiple sources
  - + Requires technical resources and knowledge of reporting packages, interfaces, and data models
  - + Requires ongoing maintenance overall inefficient
  
- + Need for a better community-based solution

# Health Information Network (hub)

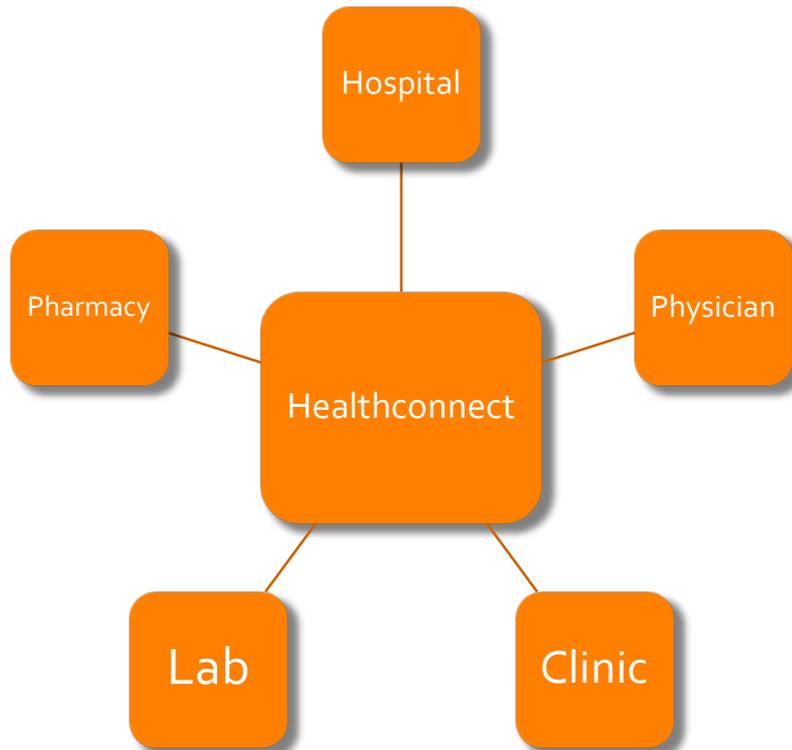
A health information exchange moves patient information electronically among physician offices, hospitals and other health professionals directly involved in a patient's care, such as pharmacies and labs.



# Advantages of a Data Hub

- + Many of the major data sources (hospitals, clinics, labs) already connecting
- + No need for centralized, redundant data storage
- + Proven HIPAA compliance with community standards
- + Relatively low cost for participation
- + The only way to view broad community-wide data at patient-level
- + Very little technical barriers to viewing or sharing
- + The solution already exists

# The Regional Health Information Exchange

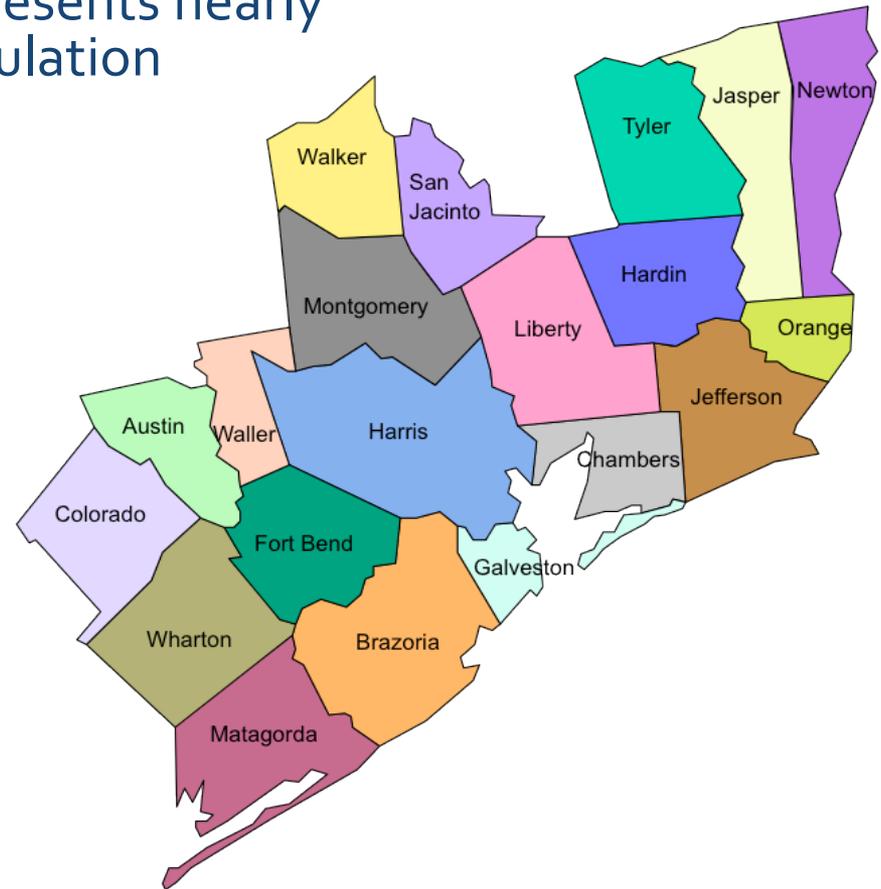


Idea initially developed out of the 2004 Greater Houston Partnership Task Force

- + Endorsed by the Harris County Healthcare Alliance
- + Harris County Medical Society
- + University of Texas SPH Fleming Center for Healthcare Management
- + Harris County Academy of Family Physicians
- + City of Houston

- + Independent, non-profit 501c(3) organization, founded in 2012
- + Led by a team of seasoned healthcare administrators, researchers, and technology leaders
- + Board of directors comprised of the major hospital systems, physician leaders, and business executives
- + Partnered with UT School of Public Health
- + Funded initially through seed capital from the Department of Health and Human Services Office of the National Coordinator
- + Sustained from ongoing participation fees from members

- + Southeast Texas region represents nearly 25% of the entire Texas population
- + 6.9 million population
- + 14,000 physicians
- + 1,402 pharmacies
- + 133 hospitals of all types



# Community Vision of Healthcare in 2017



- + Connect 50% of all physicians and 60% of all hospitals
- + Eliminate 1,350 adverse drug events totaling \$7.9 million for hospitalized patients per year
- + Avoid 2,400 readmissions totaling nearly \$12 million per year
- + Reduce duplicative studies by 80,000 totaling \$46 million per year





- Determine your specific data requirements, timing, and resources
- Contact Healthconnect to discuss specifics of your project's needs for information sharing
- Think big about possibilities with your projects with broader data access



***Your Doctors are Connected, Your  
Medical Records are Protected***



Tim Tindle

# MEANINGFUL USE



# **DATA SHARING TABLETOP ACTIVITY & REPORT OUT**



# Data Sharing Survey Results

- 48% currently sharing data with other providers
- 22% are not sharing data
- 26% are unsure if they are sharing data
- 4% did not answer



# Data Sharing Survey Results

- 74% using EHR
- 42% manual data sharing
- >40% want to share data on: EC, BH, Labs, Primary Care, Specialty Care, Community Needs, Social Services

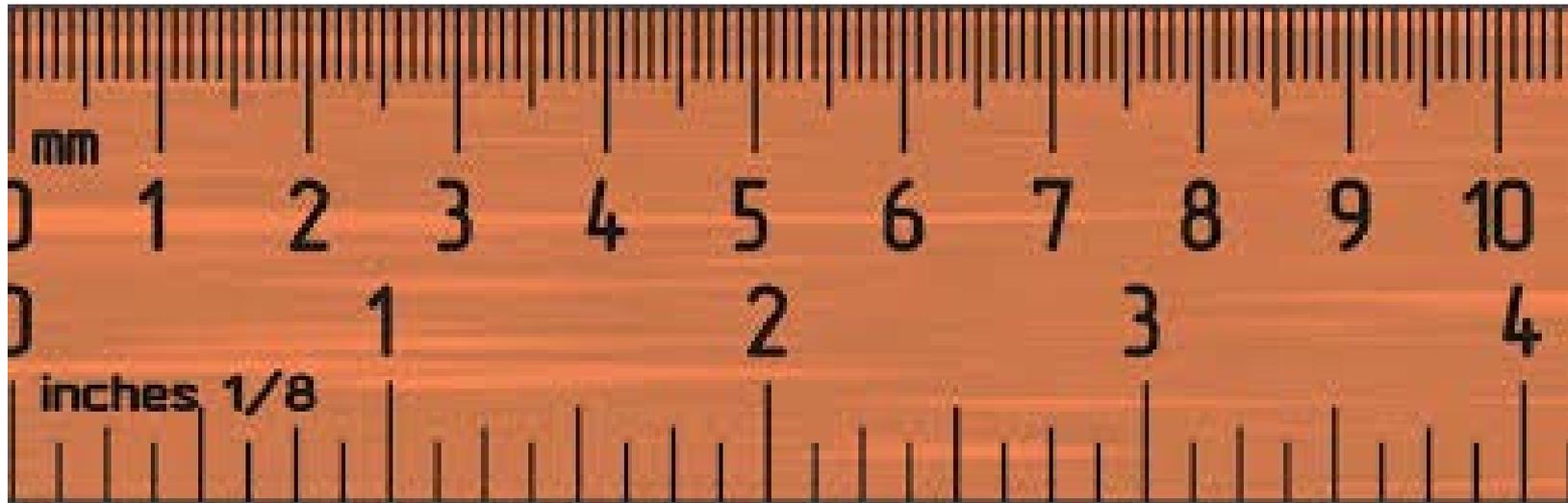
# Instructions

- Identify a table topic you are interested in or is your area of expertise
- Three tables/topic
- Only 2 people from the same organization at each table , *PLEASE!*

Table Tops	
Data Management	Primary Care
Business Office/Finance	Emergency Care
Quality Management	Specialty Care
Navigation	Behavioral Health
Public Health	Disease Management
Social Services/Community Services	Diagnostic Services (Rx, Lab, Imaging, etc...)



# Sharing Data: Where Are We Now

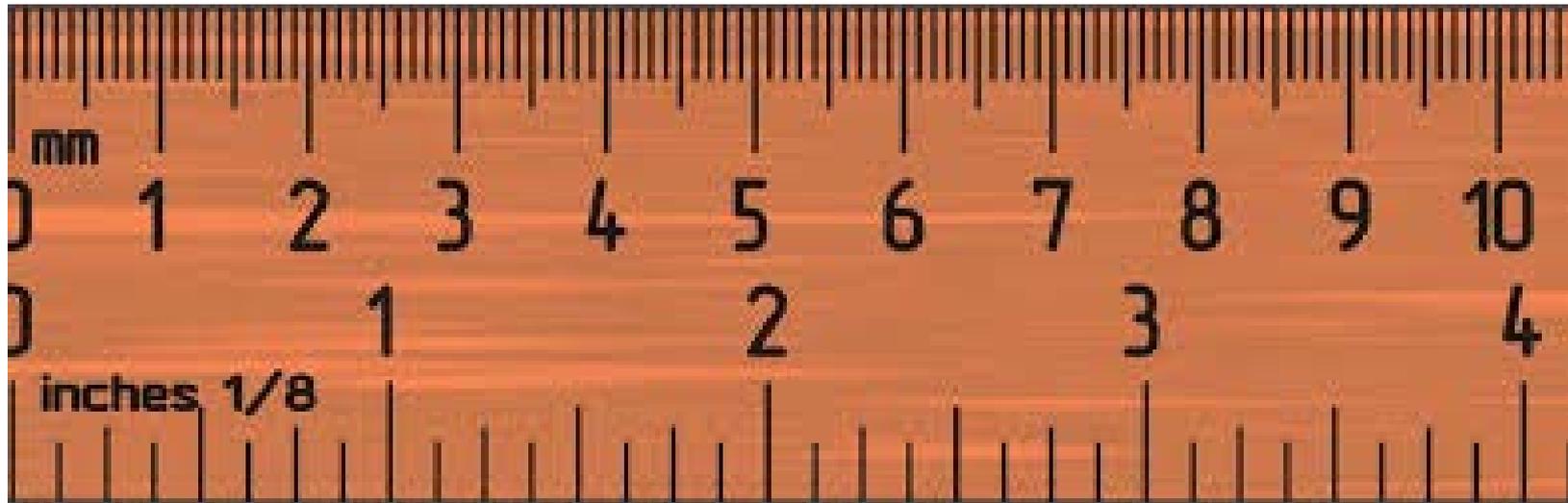


## IMPORTANCE

*On a scale of 1-10, how important is it for your organization to share data? Discuss...*



# Sharing Data: Where Are We Now



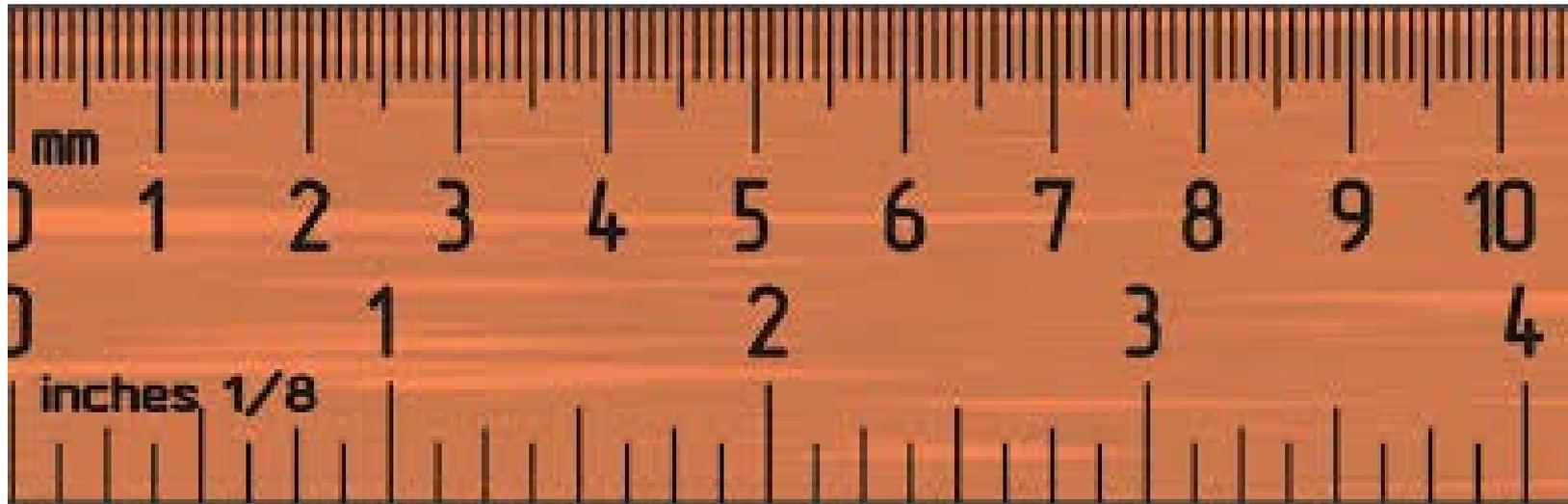
## CONFIDENCE

*On a scale of 1-10, how confident are you of your organization's ability to share data?*

*Discuss...*



# Sharing Data: Where Are We Now

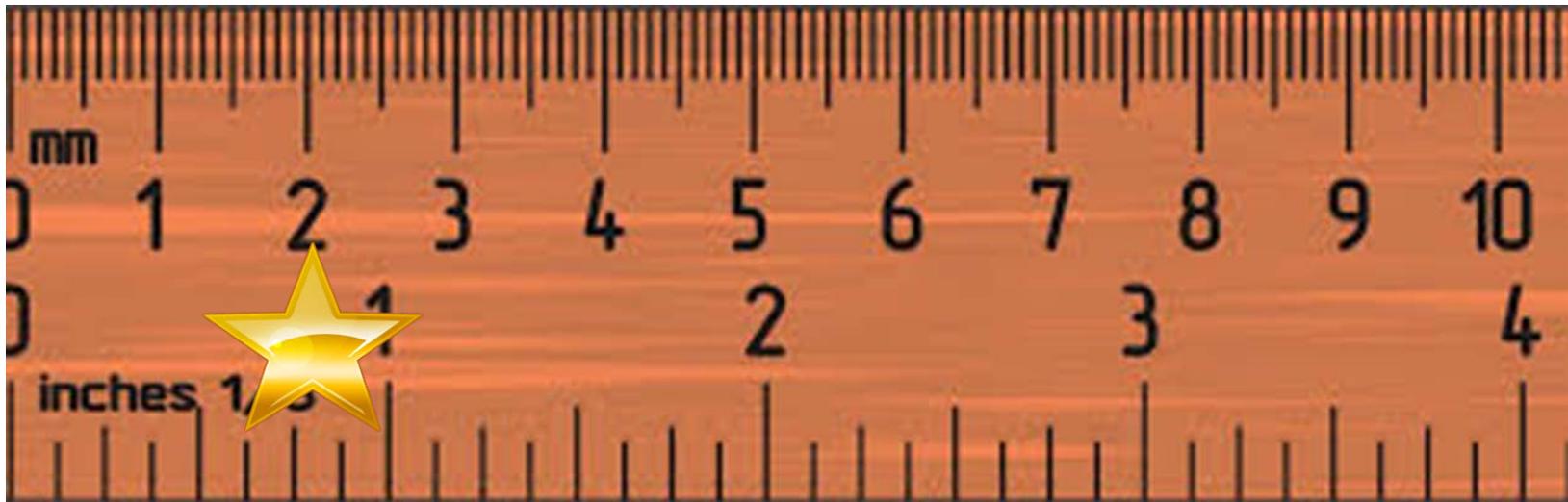


## READINESS

*On a scale of 1-10, how ready is your organization to share data? Discuss...*

# Next Steps:

## Where Can We Go From Here



*What will it take to move your organization closer to a 10 for all three rulers???*



*How will you transform healthcare by sharing data?*



Nicole Lievsay

# **RAISE THE FLOOR INITIATIVES SUMMARY**



# Commitments & Feedback

- Learning Collaborative Metric Achievement
  
- Commitments
  - ✓ Participate
  - ✓ Commitment Card
  - Document Outcomes
  
- General Feedback



Nicole Lievsay

# **CLOSING: Q&A AND NEXT STEPS**



# Next Steps

- Analyze stakeholder feedback from December 4<sup>th</sup> event
- Identify additional cohort workgroups members
- Schedule other learning opportunities (webinars, newsletters and monthly call topics)
- Schedule next celebratory event – Final Plan
- Develop process for ad hoc learning needs
- Gather and analyze needed and reported data
- Prepare Annual Report
- Prepare for Mid-Point Assessment



# Resources

- Ongoing Communications
  - Newsletter
  - Leadership Forums
  - New Website (Planned)
- Region 3 Website: [www.setexasrhp.com](http://www.setexasrhp.com)
- Contact Information:  
[setexasrhp@harrishealth.org](mailto:setexasrhp@harrishealth.org)

