# High Performance Healthcare Model Achieving Triple Aim Results in Populations

## ELFT: August 17, 2018 Presenter: Chris Woleske

Healthcare Partner of





# Bellin's High Performance Healthcare Model

- System for managing our business
- Provides rigor and discipline and consistency
- Continuous



# 6 Dimensions of the HPHCM

- **1. Strategic Dimension**
- **2.System of Production Dimension**
- **3.System of Measurement Dimension**
- **4.System of Improvement Dimension**
- 5. Sales & Marketing Dimension (Communication Dimension)
- 6. High Performance Culture Dimension



# High Performance Health Care Model Calendar

D	Task Name																			
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1	Corporate Milestones									1 1	1	1	1	1	:	: :			1	
2	Calendar year end							1	<b>•</b>	1									1	
3	Year End Board Meeting									<u>م</u>										
4	Brave Rave - include Regional Strategies									1 1		-								
5 6	Capital Plan Cycle									1 1			_					-		
5 7	Fiscal Year End		1	1		-	1	1	1	1 1	1	1		1	1	-			1	
/ 8	Strategic Dimension						1	1	1	1 1	i			1					1	
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1	Mission, Vision, Strategic Objectives		1	- R						1										
5 0	Strategy Map			- 7	<del>J</del>	_				1										
5	System Measures & Targets						-													
	Strategy Alignment Map					- 1													1	
8 3	System Performance Objectives							ł	1											
	Brand/Division Performance Objectives								<u>}_</u>											
)	Clearly Defined Brands and Products									1	3	-								
1	Quality Management Plan									1										
7	Aligned Organizational Assets								1	1	Ν.								1	
1	System of Production Dimension								*	ji	i	1		1					1	
5	Aligned Organization Structure								Ŧ	1									1	
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5	Common Production System Processes							₩												
0	Managed Production System																			
6	System of Measurement Dimension						1	*	1	: :	:	:		1	:	: :	:		1	
7	Cascaded Balanced System Scorecard						-			1 1	1					1			1	
5	Quality Control Measurement System							4		1 1	-								: :	
9	Performance Management Measurement System							Ŧ			-									
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5	System of Improvement Dimension		1			- 5	1	:	:	: :	:	:	:	1	:	: :	:	:	: :	;
5	Strategic Improvement Plan						<b>_</b>			1 1									1	
2	Project Delivery Structure																			
7	Managed 120 Day Cycle for the System													D.						
3	Cascaded 120 Cycle to Brand/Division Level										i									
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9	Sales and Marketing Dimension						1.1			-	-	-			-	-		_		-





#### Mission

#### Vision

In partnership with the people living in Northeast Wisconsin and the Upper Peninsula of Michigan, Bellin Health strives to improve the health and wellbeing of every person in our region.

People in our region will be their healthiest during every stage of their lives, and healthcare cost and quality will be the best in the nation.

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**Optimized Customer Experience:** 

Bellin Health, in partnership with the people we serve, designs products and services to meet the needs of all members of our communities. We build lifelong relationships by treating one another and our patients and customers with the utmost dignity and respect in every encounter.



## Team Culture:

Bellin Health creates and engages teams of health care professionals, patients and customers, board members, volunteers, community members, and other healthcare delivery systems, empowering them to achieve our vision. We value and encourage physician participation in leadership and on teams. We maintain a positive culture rooted in relationships, employee safety and wellbeing, and our core values:

- People
- Service Excellence
- Continuous Improvement
- Learning & Development
- Innovative Thinking

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Care Excellence & Community Improvement:

Bellin Health is steadfast in our commitment to providing high quality, compassionate, safe and coordinated care that is accessible and affordable for everyone. We use our expertise, relationships and financial strength to positively impact community health.



Growth & Sustainability:

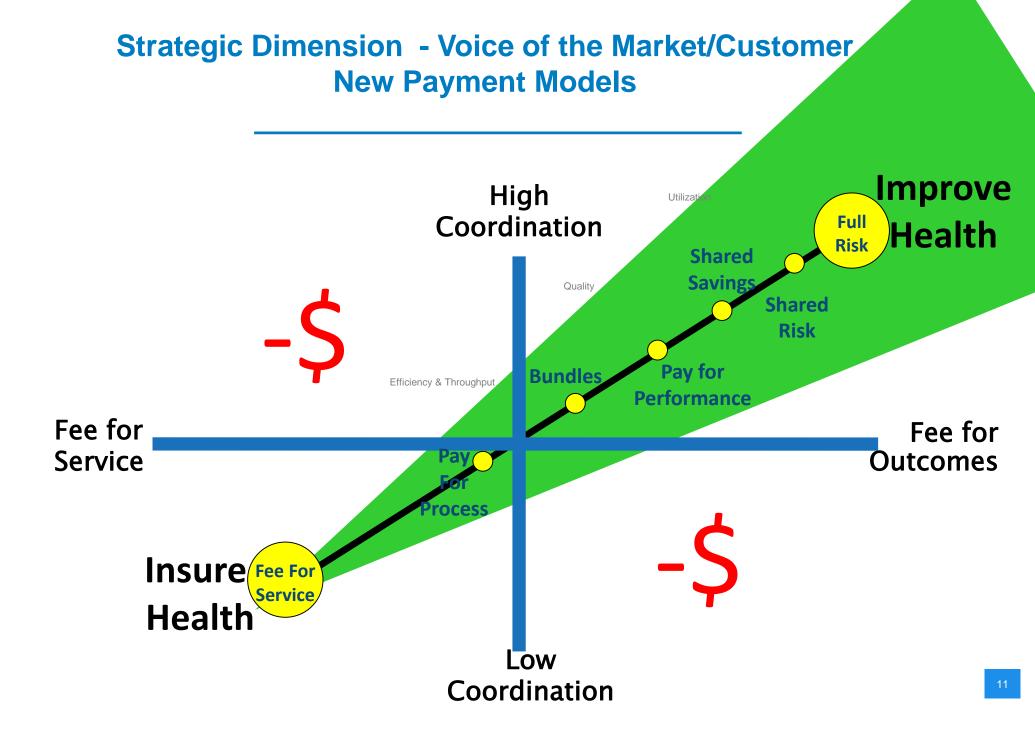
Bellin Health continues to be a financially strong organization by increasing the number of people aligned with us and striving to provide the lowest cost of care in the nation. Our positive financial performance is reinvested in the communities we serve.



# **Strategic Dimension**

- Voice of the Market → Strategy New
  Payment Models → Transition from Fee For
  Service to Risk
  - Requirements:
    - Engaged Team Facing physician burnout post EMR implementation
    - Knowledge of the Population
    - Infrastruture Investment to Manage the Health of the Population
    - Redesigned Production System to deliver results

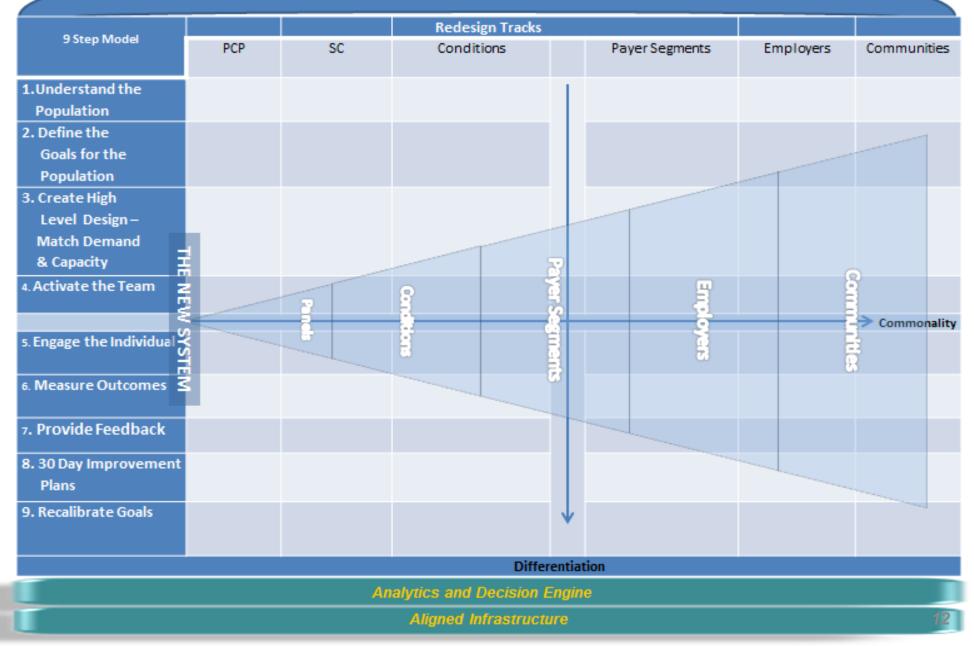




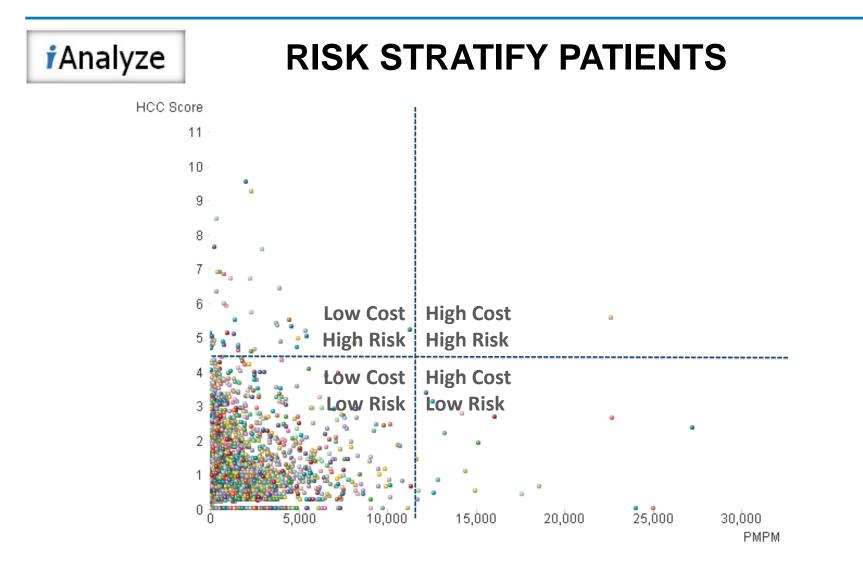
# System of Production:

## **Population Health Framework**

#### SUSTAINABILITY



## **Knowledge of the Population**





# Risk Based Opportunity – Next Gen

12 identified high leverage projects

- 1. Team Based Care
- 2. Transitions of Care
- 3. Chronic Care Management
- 4. Extended Care Team alignment
- 5. Anticoagulation redesign
- 6. Utilization segmentation
- 7. Cascade to Medical Staff Departments
- 8. Patient attribution
- 9. Close care gaps
- 10. Improve patient risk documentation
- 11. UP/Mid North ACO
- 12. ACO data platform with ThedaCare

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## Why Team-Based Care?

- Physician and staff burnout
- Higher complexity of patient needs
- Impending transition to value based payments

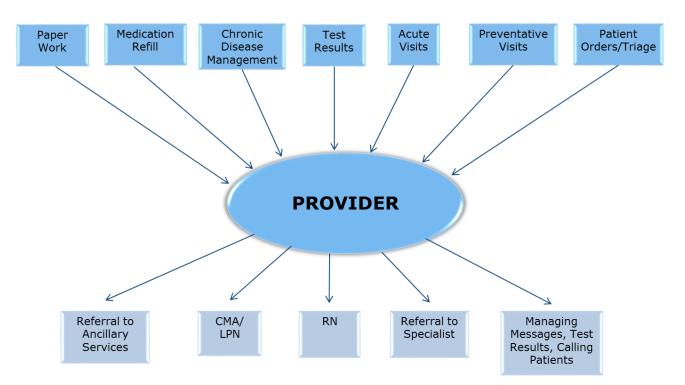


What is Advanced Team-Based Care? A comprehensive approach to health care delivery transformation including office visit redesign, in basket management redesign, and the use of extended care team members, system, and community resources to deliver effective population health management.



# System of Production Team Based Care

#### OLD MODEL OF PATIENT CARE





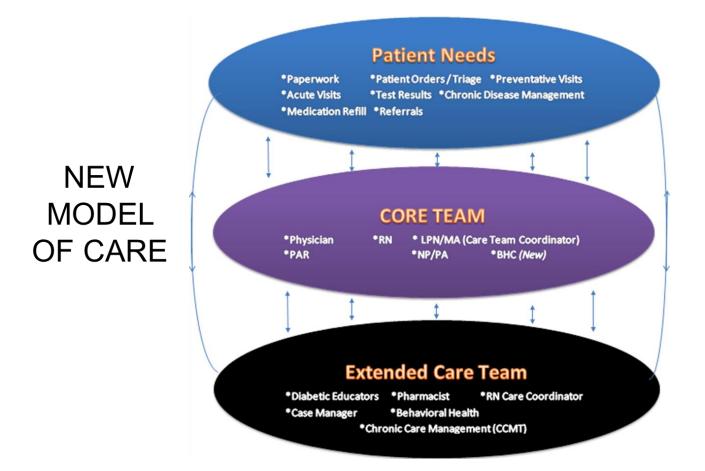


Official Healthcare Partner of the Green Bay Packers



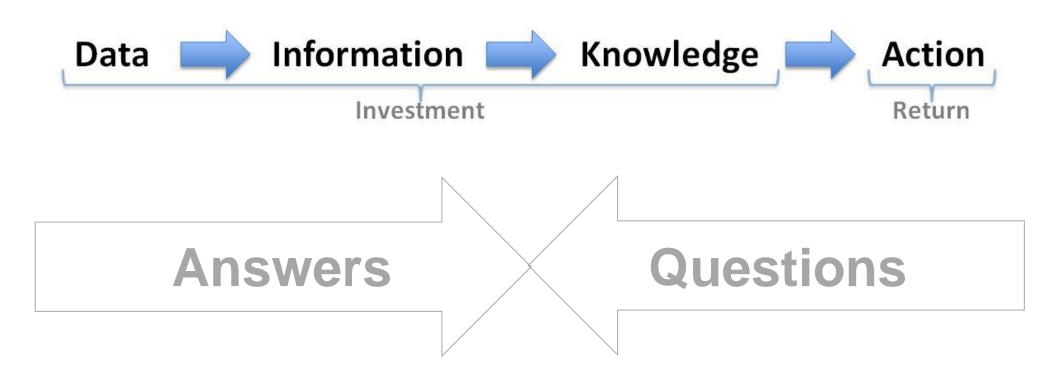
"I would be a lot healthier if you'd stop finding things wrong with me!"

# System of Production Team Based Care



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# System of Measurement







#### **MEASUREMENT IQ**

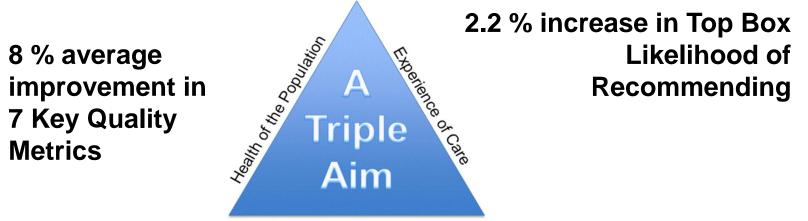
## How can we better measure performance?

"Are we doing what w	easurement ve said we would do?" led System Scorecards	Mindset	Create a Measurement
Production Measurement "Are we doing things right?" Deliverable: Quality Control Management	Improvement Measurement "Are we doing the right things?" Deliverable: Initiative Measurement	S	
"How can we better n	ement IQ neasure performance?" ssessment and Improvement	Skillset To	Build a Measurement M
<b>Measurem</b> <i>"Do we have the right data and fu</i> Deliverable: Co	oolset	Provide a Measurement	





# System of Measurement: Triple Aim Results



Per Capita Costs

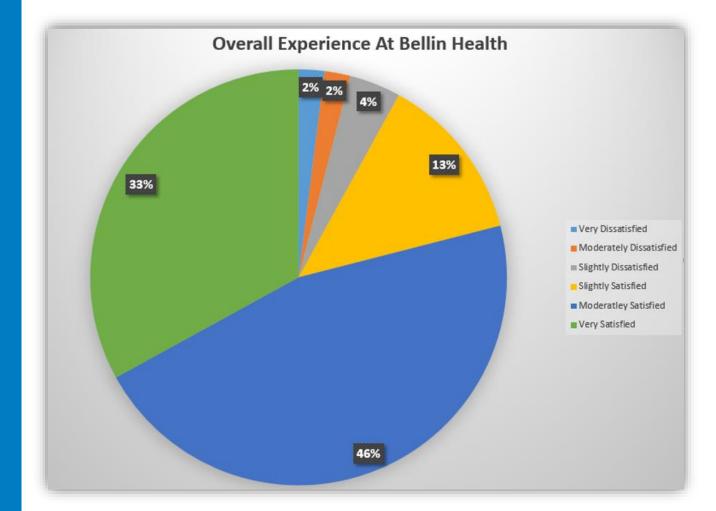
\$724 more in Bellin payments per patient5.9 % more in Bellin Contribution Margin\$27.12 lower PMPM (Next Gen Patients)

Comparing Patients with a Primary Care PCP on TBC for over one year vs. those with a Primary Care PCP not on TBC



## 4<sup>th</sup> Aim: Enjoyment in Work

Source: St Norbert College Strategic Research Institute N=382 3/26/2018



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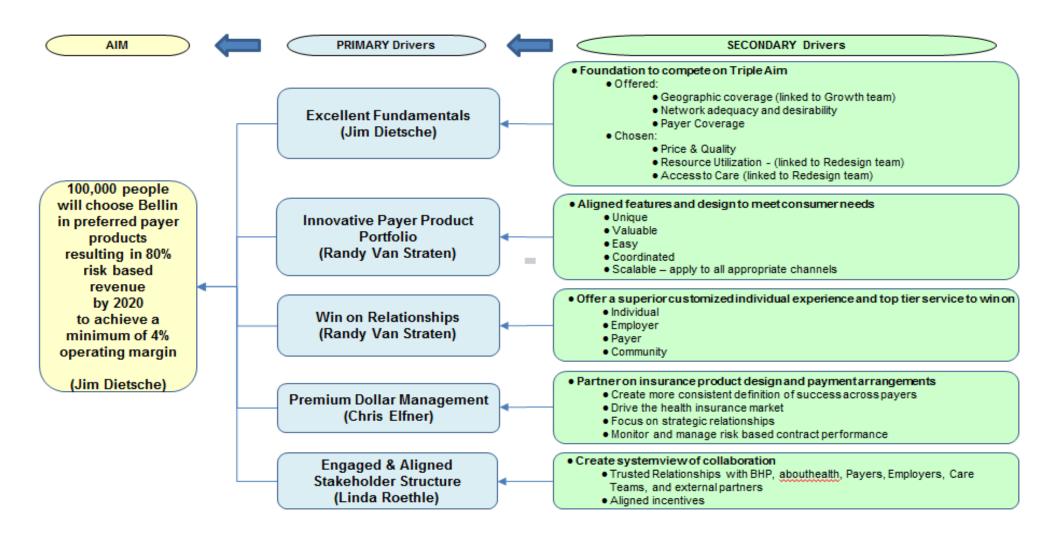
# System of Improvement – 120 day Cycle

- July, 2018
- Theme: Developing Workforce Capability to Deliver the Optimal Customer Experience to Succeed in the Corridor
- Meeting Objectives for Day
- 1. Understand the Voice of the Customer
- 2. Provide input into the updated Mission, Vision, and Strategic Objectives
- 3. Develop workforce capability in Improvement Science through the Bellin Learning Academy
- 4. Help leaders understand their role in each initiative to succeed in the corridor
- I. Welcome (George Kerwin, Moderator)
  - Patient Voice: National Research Corporation (Steve Jackson & Tom Arndt) (60 min)
  - Bellin Health Strategic Update (George Kerwin)
    - 1. Mission, Vision, and Strategic Objectives
- II. Breakthrough Initiative Building Relationships at the Community Level
- III. Breakthrough Initiative Transitioning Aligned Lives to a Risk Based Market
- IV. Breakthrough Initiative Redesigning the Production System
- V. Breakthrough Initiative Growth 0 min)
- VI. Operational Priorities





## SYSTEM OF IMPROVEMENT TRANSITIONING ALIGNED LIVES TO RISK

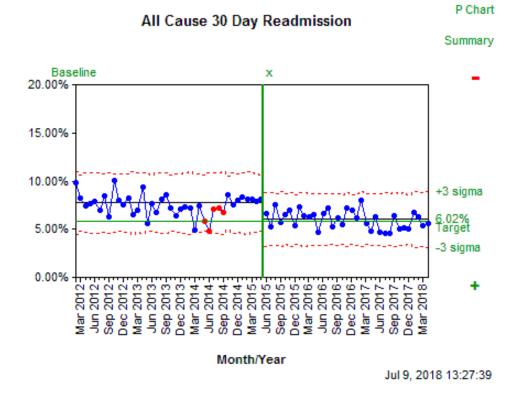






## **SYSTEM OF IMPROVEMENT - READMISSIONS**

#### A Medicare Readmission Costs a patient about \$10,000 on average



#### **Bellin to Bellin Only**

Year	Readmits / 1000 Admits	Reduction / 1000 from Prior Year	Savings per 1000 Patients
2017	61	5	\$50,000
2016	66	15	\$150,000
2015	81	-14	(\$140,000)
2014	67	11	\$110,000
2013	78	4	\$40,000
2012	82		



## **SYSTEM OF IMPROVEMENT - REDUCE ER UTILIZATION**

#### On Average we are paid \$280 for every Avoidable ER Visit

**Bellin Health Partners Bellin Health Partners** Potentially Avoidable ER Visit Rate / 1,000 - Peds Potentially Avoidable ER Visit Rate / 1,000 - Adults 101.9 100 105 94.8 PAER rate / 1,000 RA 90 95 88.6 PAER rate / 1,000 RA 75.4 80 73 71.1 85 77.8 77.4 73.9 73.2 73.7 63.9 62.4 61.4 62.4 63.3 62 62.5 63.2 60.7 70 75 66.6 65.5 60 Peds Goal: 65 61.5 65 Adult Goal: 56.0 50 60 Feb-11 Marill Aprill Inn'll 000-27 Mayill 14/17 SEPTI Febril Marile 55 59.2 500-18 Feb.11 404-17 Marile **Rolling 12 month Period** Rolling 12 month period Adult ••••• Adult Goal ••••• Ped Goal Ped

#### Adults

Pediatric



# System of Sales and Marketing (System of Communication)

- Telling our story internally and to the marketplace
- Developing Loyalty and Increasing Aligned Lives





# Sales & Marketing (System of Communication)

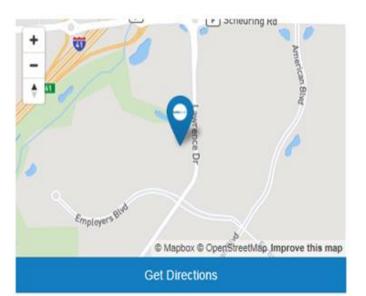
#### Cynthia Lasecki, MD

Bellin Health De Pere West Specialties: Family Medicine, Primary Care

#### 4.4 out of 5 0



 1800 Lawrence Dr De Pere, Wisconsin 54115
 Call: (920) 983-3220
 Fax: (920) 983-3226
 My Bellin Health
 Visit Website
 No Accepting New Patients



Clinic Hours: Thursda	y: 8:00 am - 5:00 pm View All H	lours	
Patient Age Group: YES Children	YES Adolescent	YES Adults	YES Senior
Languages Spoken: F	nolish		





## **Ratings and Comments**

#### 4.4 out of 5 251Ratings 4 1 44 4.8 \*\*\*\* \*\*\*\* \*\*\*\*\* Provider Explained Provider Listened Provider Knew Things Clearly Carefully Important Info About Medical History 4.5 4.8 4.4 \*\*\*\*\* \*\*\*\* \*\*\*\*\* Provider Showed Provider Spent Provider Gave Easy Respect For What **Enough Time With** to Understand Patient Said Patient Instructions 4.4 \*\*\*\*\* Did You Trust This Provider With Your Care

Cynthia Lasecki, MD

\*\*\*\*

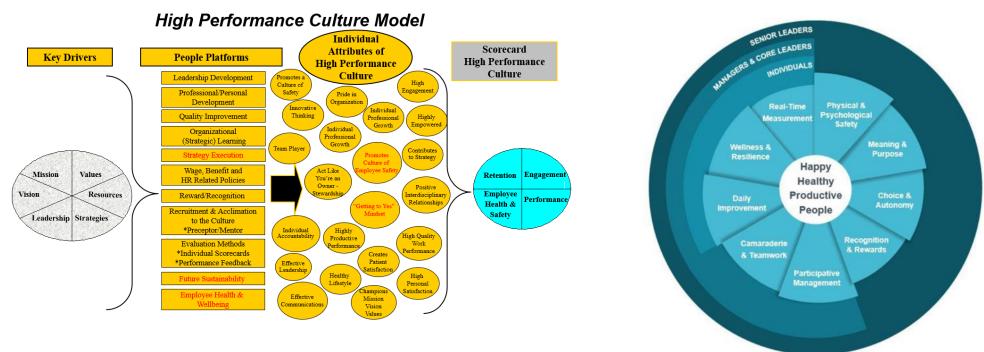
Feb 8, 2018

What else would you like to say about your experience? We have had an excellent experience with Dr. Lasecki. She and her team have gone above and beyond to make our family feel like we're the most important there. They always spend all the time they need to answer all of our questions and really go above and beyond to make us feel like a very, very valued patient there. So we have nothing but wonderful things to say about Dr. Cindy Lasecki and her team. Thank you!



## **High Performance Culture**

#### Crosswalk Bellin Model to IHI Framework



#### IHI Framework for Improving Joy in Work





# High Performance Culture: Building our QI Foundation

PDSA on one Patient or Customer Complaint Trend

**PDSA on Response to Patient or Customer Complaints** 

QI 103 & QI 104 = Measures & Data; QI 105: Leading QI

Leader & Staff PDSAs on Performance Feedback & Development Plan

Teach Your Staff How to Conduct a PDSA on Something That Matters to Them

**Conduct a PDSA on Something That Matters to You** 

QI 101: Intro to Health Care Improvement & QI 102: How to Improve with the Model for Improvement

**IHI High Impact Leadership Framework & Behaviors** 

\_New Assignment

Prior Assignment

# Cascaded Learning Approach

Leader Learns at Strategy Day Away

Leader Completes Homework

Leader Translates Knowledge & Uses Tools with Staff

Leader & Staff Complete Required Activities



# HIGH PERFORMANCE CULTURE – "WHAT CAN I DO?"

- Think about people and populations, not services and procedures
- Also consider the cost of care
- Help us collect good data so that we can tell our story
- Continue and improve upon your great work
  - Ask why
  - Challenge the status quo
  - PDSA

Many of you are attributed to us on our only FULL RISK contract. How might that change the way you consume your healthcare?







# Thank you!



