

Value Based Payments— Changing the Landscape of HIT

How will the CIO Prepare for the Impact

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Truman Medical Centers



- 600 Beds (Acute, LTC, Psych)
- 51 clinics (Primary care and Specialty)
- 19,026 Acute Care Admissions
- Average Daily Census 241
- 3,253 Births
- 329,869 Outpatient Visits
- 104,065 ED Visits



- 538 Medical Staff
- 221 Graduate Medical Residents
- 4,267 Employees
- 15,983 Behavioral Health patients
- 226,613 Behavioral Health Outpatient visits
- 3,458 Behavioral Health admissions
- \$128,092,756 Uncompensated Care



Truman Medical Centers Recognition

- A top provider of outpatient mental health care with the 2009 National Association of Public Hospitals and Health Systems (**NAPH**) **President's Award for Vulnerable Populations**
- One of the top **three healthiest employers** by Kansas City Business Journal, 2011 and 2012
- A **Level III Patient-Centered Medical Home** by the National Committee for Quality Assurance (NCQA)
- Achieved The Joint Commission **Accreditation for Palliative Care**
- ✓ Healthcare's **Most Wired**, 2011 and 2012 by Hospitals and Health Networks Magazine
- ✓ Achieved **Stage Seven** designation of the HIMSS Analytics EMRAM
- ✓ Achieved **Meaningful Use Stage 1** for Medicare and Medicaid for hospitals and most eligible providers
- ✓ President & CEO, John W. Bluford, named **CEO IT Achievement Award** by Modern Healthcare



Preparing for new payment realities...

- Develop the people, culture, business intelligence, performance improvement, and contract and risk management capabilities required to adapt
- Embrace strategic agility
- Gain stakeholder alignment around value metrics that are meaningful
- Explore strategic partnerships and opportunities with payers, employers and patients
- Differentiate the effectiveness of care provided



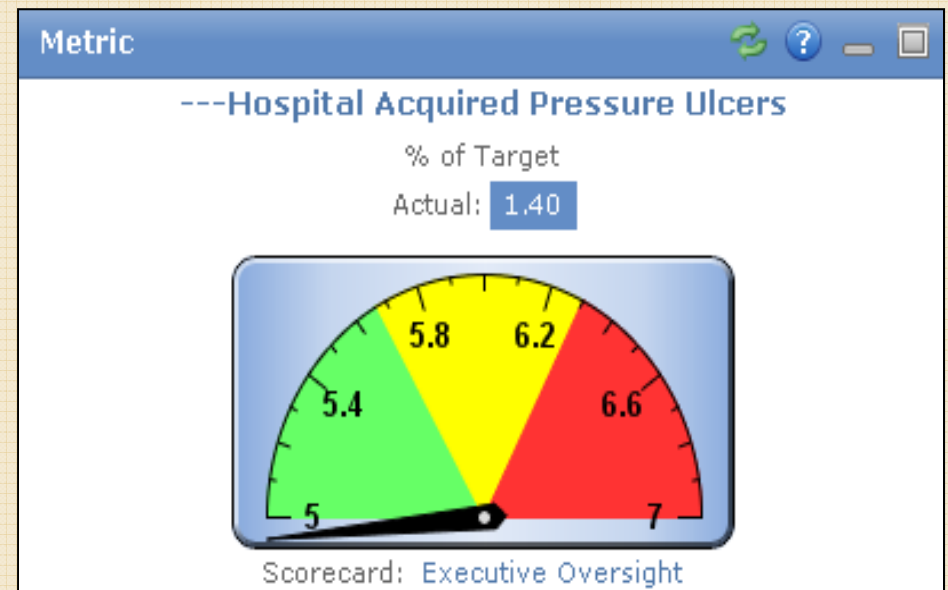
Changing Role of the CIO...

- Becoming increasingly strategic
- Need to educate the Board & Senior Management
- Becoming responsible for health outcomes
- Must lead multidisciplinary teams
- Ensure compliance with new regulations
- Requires thinking and working outside the four walls
- Big Challenges in Driving Change
- Must grow/ acquire the right resources



Scorecards: Clinical & Business Intelligence

- Values Based Purchasing: Core Measures, Patient Satisfaction
- Readmission, severity of illness, and cost of case
- EMR benefits:
 - Transcription
 - Meaningful Use
 - Hospital-Acquired VTE- 30 Day readmission
 - Patient/Record Matching
 - Document Imaging
 - Medication Errors
- Palliative Care: Admission to Consult Time; Cost/Day, Cost/Case before and after Consultation





Is Technology the Driver or the Solution?

Driver

- New payment models (value-based care)
- Regulatory Requirements
- Population Health Management
- Patient-centered Medical Home

Solution

- Opportunities for Patient Engagement
- Mobile Health as a Tool
- Creates demand for new Skills



Regulatory-- Health IT Adoption

(end of April 2013)

- Incentive payments for Meaningful Use:
 - Approximately 80% of all eligible hospitals and critical access hospitals
 - More than half of physicians and other eligible professionals
- MU1 was about data capture and sharing
- MU2 moves into advanced clinical processes like care transitions

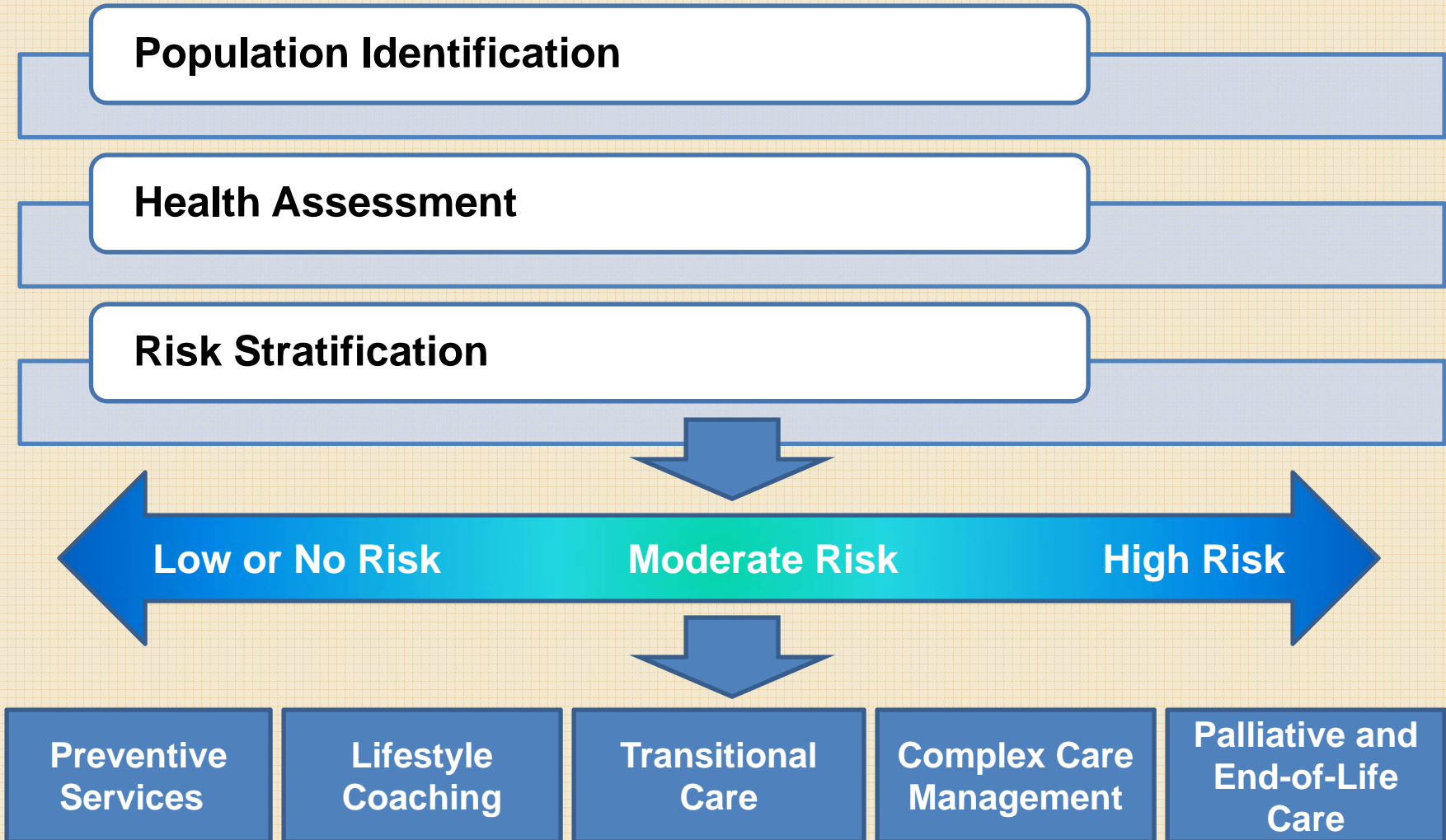


Population Health Management

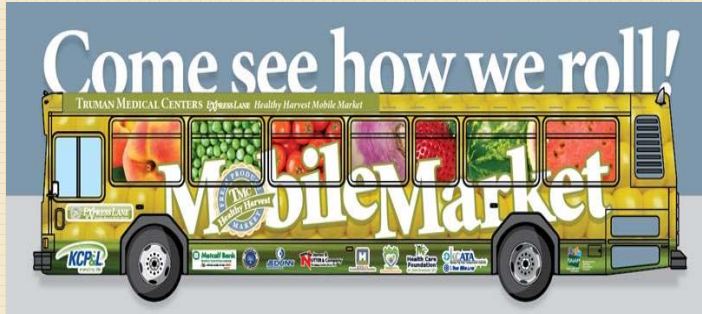
- Sophisticated care delivery model that involves a systematic effort to assess the health needs of a target population
 - Proactively provides services to maintain and improve the health of that population
 - Requires competencies not found in most health systems today
- Value-based payment systems can better support care coordination, prevention and wellness
- Requires new types of resources



Framework for Population Health Management



Population Health





Population Health Management— For CIO to address

- Electronic Medical Records
- Health Information Networks
- Mobile Health Applications
- Patient Portals
- Personal Health Records
- Registries
- Risk Stratification & Predictive Modeling Applications
- Telehealth Platforms



Patient-centered Medical Home

- Effective use of EHR puts closer to alignment
- Out of 32 “must pass” criteria and 122 other, 117 have a technology component or require significant technology to support
 - “Identify and Manage Patient Populations”
 - Cull data on diseases
 - “Plan and Manage Care”
 - Collect data on quality markers
 - “Provide Self-Care Support and Community Resources”
 - Survey patients to find out who needs better delivery of care



Patient Engagement

- Empowers and activates individuals to take on a partnership role with providers and payers to achieve mutual goals
- Engagement seen as key by 95% of hospital leaders in recent National eHealth Collaborative survey
- Engaged patients can impact performance metrics
- Engagement is paramount to success of the ACO



Patient Engagement— For the CIO to address

- Maximize New Technology and Online Platforms
 - Comprehensive online strategy
 - Incorporates social media as a means to extend outreach
 - New mobile technologies to improve communication and education
 - Increase access to health information through online patient portals
- Appropriately Segment Patients with Targeted Outreach
 - Mine EMRs to segment patients at risk for certain diseases
 - Tailor care plans based on patient's engagement level
 - Use data to assist in target marketing (seasonal, critical health care choices)



Mobile Health (mHealth)

- Tool to support other initiatives
- Subset of Telehealth
- mHealth may be the remedy for provider independence
- Expected to be a \$6B industry by 2016
- 10,000 health-related apps available for download
- No reimbursement– could be covered under bundled payments



Mobile Health— Benefits

- Shift towards care in a virtual setting
- Widespread availability and ease of use
- Low cost entry point (patient monitoring)
- Risk-sharing agreements
- Alignment with prescribed acute care routines



CIO Response...





Mobile Health-- For the CIO to consider...

- How are our clinicians currently using mHealth apps?
- Are patients entering the exam room armed with data they've captured about themselves using mHealth apps?
- Do we have the analytics structure and/or diagnostics platform needed to maximize the information generated by mHealth apps?
- Do we have the workforce and processes in place to engage patients via mHealth?
- Are payers ready to discuss involvement of mHealth apps as a part of care management?
- What are our main goals for using mHealth apps?
- Which disease types are best suited to achieve these goals?



Mobile Health— CIO Role in Plan for Adoption

- Plan integration with a remote patient monitoring program
- Consider technology issues such as training needs or back-end integration.
- Develop evidence-based decision pathways and protocols
- Involve those involved in patient's care
- Develop a system-level mHealth application formulary
- Follow and participate in trials evaluating innovations in remote monitoring devices and software services.



Demand for the Skills

- 61% of healthcare organizations are increasing IT staff headcount this year
- Healthcare IT operational budgets are rising 3.1% at the median
- More than 50,000 healthcare IT-related jobs have been created since the HITECH Act went into effect
- IT plays strong role in redesign of healthcare delivery
- Skills in EHR implementation, applications, information security, data management as well as business intelligence and analytics abilities are key



Demand for Skills— Challenges

- 47% of healthcare organizations reporting challenges with recruitment, retention or both for clinical informatics positions
- Few benchmarks to determine needed resources



Demand for Skills— HIT Positions and Needs

- CMIO (Chief Medical Information Officer)
- CKO (Chief Knowledge Officer)
- CNIO
- Social Media Guru
- ACO and HIE Leaders
- Informatics Experts
- Clinical and Revenue Analysts
- Meaningful Use Program leaders
- Remote Workers
 - 35-50% improvement in retention/ 20% efficiency



Demand for Skills— Chief Medical Informatics Officer

- Need continues to grow
- Physician Champion
- Bridge clinical practice with IT
- Need for closer affinity to clinical practice



Demand for Skills— Chief Nursing Informatics Officer

- Executive nurse focused on nursing needs and nursing practice
- Nurses are showing increasing interest in this role
- Qualifications:
 - Master's degree in nursing informatics
 - Skilled in analysis, design and implementation of information systems that support nursing in a variety of settings
 - Function as translators
 - Ensure systems capture the “right” nursing information



Demand for Skills-- Chief Knowledge Officer

- Understands massively growing data being collected
- Look at clinical practice and view it against whatever mandate or procedures and requirements are associated with care
- Help to use data to make better and more targeted/timely treatment possible



Demand for Skills— Informatics Experts

- Higher degree of attention on finding newer and more aggressive Business Intelligence and analytics tools
- Create avenue for data collection/ turn to information and use for measurement
- Clinical expertise is key to aligning policy, protocol and regulatory standards into content and process



Demand for Skills— Meaningful Use & Others

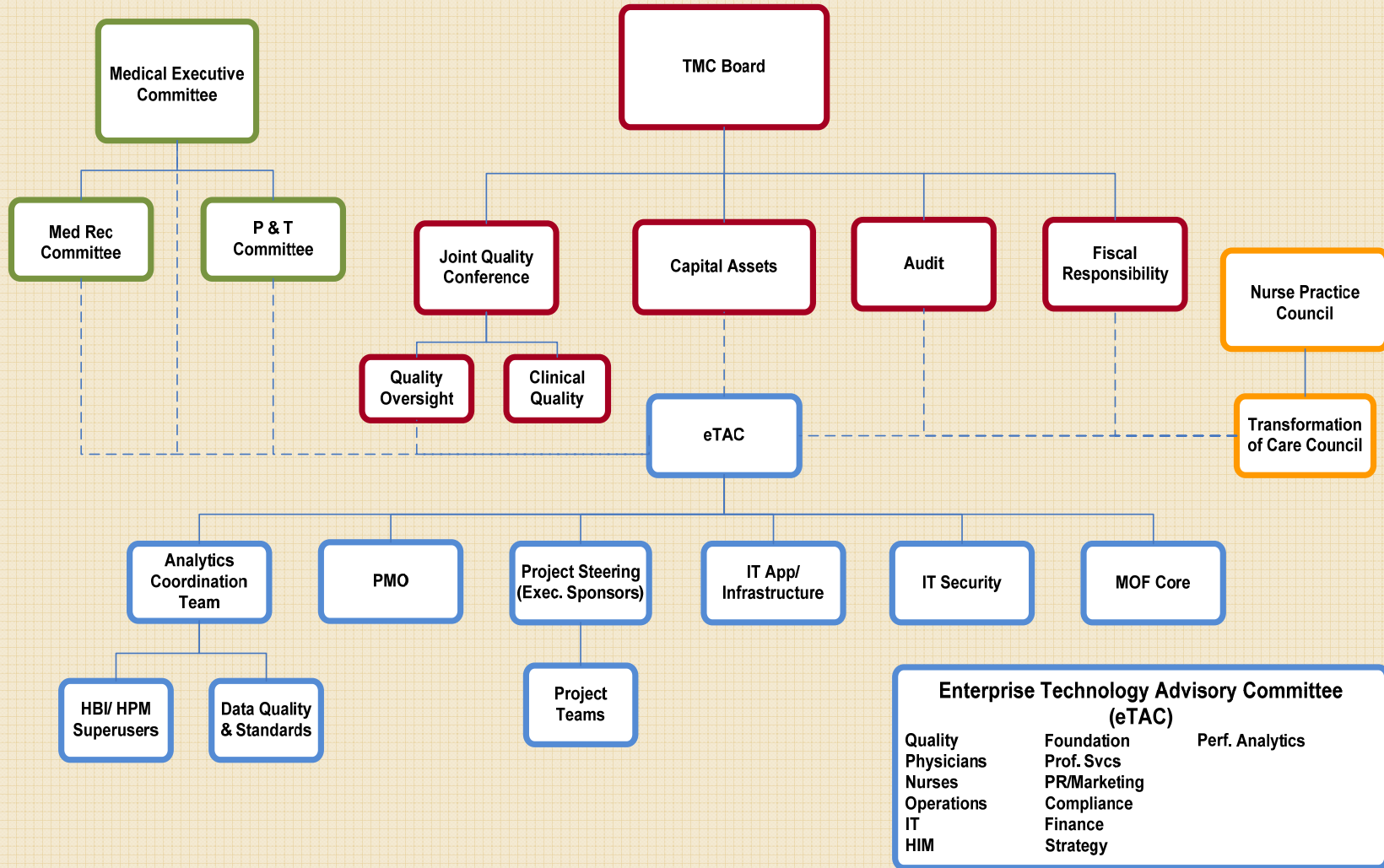
- Programmatic Approach to on-going measurement, engagement, focus, validation
- Understanding of Data
- Good PR, negotiating and some understanding of clinical workflows to address provider challenges
- Knowledge of change processes and IT vendor solution

Integrated Electronic Health Record across all venues

- Business Analysts
- Interface/ Integration Architects
- DBAs
- Clinical Analysts
- Telecom
- Networking
- Data Center Management
- Customer Service/ Desktop
- Support
- BioMed
- Clinician Informaticists (Nurses and Physicians)
- HIM
- Data Exchange/ Data Integrity
- Enterprise PMO
- Business Intelligence &
- Performance Analytics
- Meaningful Use Program Manager
- System Training



TMC IT Governance





Educational Needs going forward

- Healthcare professionals must acquire the competencies necessary to work with EHRs
 - Basic computer skills
 - Information literacy
 - Conceptual and pragmatic understanding of informatics and information management capabilities
- Workers to maximize the effectiveness of their investments in technology
- Scientists perform research to lead the HIT innovations of tomorrow
 - Academic leaders, educators and innovators who will drive the evolution of clinical systems in the years ahead



Questions?