



Providing Care for Populations and Patients

Transforming the role of the RN

The Dartmouth-Hitchcock Journey

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Dartmouth-Hitchcock Selected Operating



Discharges	25,000
Outpatient Visits	1.7 million
Operations Performed	19,000
Emergency Dept. Visits	31,000
Employees	8,500
Annual Revenue	\$1.3 Billion
3 EMRs	
Data Warehouse	
Patient Portal	
All "FFS" – no cap left	



Dartmouth-Hitchcock's "ACO" Experience

CMS Physician Group Practice Demonstration Project

Level 3 NCQA Medical Home Certification all 28 sites , adults and peds

CMS Transition Demo

Cigna – Primary Care Attribution Model ACO

Anthem/Wellpoint & Harvard Pilgrim– Medical Cost Target Model in preparation for an ACO

Citizens Health Initiative in NH – All Payer Medical Home Pilot and ACO pilot

Pioneer ACO Participant

Bundled Payment for Cancer Care

OneCareVT – SSP Partnership with Fletcher Allen with broad state participation



The How : Clinical Approach and Interventions

Engage the physicians & first do no harm (to the docs)!

Clinical Care Delivery

- Physician Champions

- Best Practice and Care Processes - the Team

- Practice Re-design – The Medical Home

Transform the role of the RN – coaches and coordinators

Exquisite attention to diagnosis and problem lists

Monitor progress and provide feedback





Care Coordination Implementation

Job Description and Skill Reinvigoration or Building

Integrated Case Management Training

Weekly huddles and case conference's

Managing our most complicated patients : “Just Enough”

Teaching the Docs who to refer.....

Locate within our primary care departments

Ratios?

1:5000 commercial and 1: 500 Medicare

How part time can a nurse be and still be part of a team?

Develop a prioritization plan:

Disease focused to start : Diabetes.. Then morphed into patient focused

Worked on hospital discharges

Hardest work – When to “let go”



Transforming the Role of the RN – New Focus

Acts as patient advocate and educator

Assesses pts. readiness for change

Acts as clinical liaison within the primary care team and to anchor specialists

Manages transitions in care

Develops plan of care and keeps plan current


Initiates and acts per protocol for disease management as appropriate

Institutes pre-visits planning and gaps in care evaluation and outreach

Initiates shared decision making process per condition

Functions as part of care delivery team

Care Coordination Application



NNEACC
Northern New England
Accountable Care Collaborative

Care Coordinator
User: Demo, RDC [RDC Admin]

Care Coordinator
My Attestations
Admin
My Profile
Log off

Care Manager View [GUY, BRENDAN N] ▲

Tenant: Maine Health Care Manager: GUY, BRENDAN N Change CM

Patient Search Scope:
 All Patients
 My Practices
 My Patients
 Filter

Instructions: 1) Filter: click to refine search 2) : select patient search scope 3) : type to find matches, then select

Patient (Name or MRN): [clear](#)

Practice: [clear](#)

PCP: [clear](#)

Care Manager: -All-

Status: -All-

Risk Groups:

- All-
- CMS
- Commercial

Care Manager List (7)

Legend: : config mult. risk model sort : extra legend info : edit care management details : add patient to panel : remove patient from panel : hover to view important note • Last Event: click for history • Observations: click for history

Patient Overview						Risk Profile			Care Management					Last Clinical Observation		
Name	MRN	DOB	Age	Gender	PCP	Group	Clinical	Financial	Manager	Status	Acuity	Next Encounter	Last Event	BP	HbA1C	LDL-C
KINNEY, VALENTINE E.	P188-xy	02/19/1951	61	M	PHELPS, BETHANY R.	Commercial	94 High	94 High	GUY, BRENDAN N	Currently Managed	3	10/03/2012	Admission 08/15/2012		7.3 08/15/2012	102.0 08/13/2012
MCCONNELL, TRAVIS F.	P182-xy	12/22/1954	58	M	GUY, BRENDAN N	Commercial	91 High	91 High	GUY, BRENDAN N	Currently Managed	3	11/08/2012	Admission 08/15/2012		6.5 07/21/2012	89.0 06/28/2012
GUERRERO, PETER J.	P144-xy	06/06/1922	90	M	GUY, BRENDAN N	Commercial	72 Medium	72 Medium	GUY, BRENDAN N	Currently Managed	3		Transfer 07/25/2012		7.3 08/15/2012	102.0 08/13/2012
GILL, BURKE B.	P27-xy	06/27/1939	73	M	GUY, BRENDAN N	CMS	13 Low	13 Low	GUY, BRENDAN N	Discharge Candidate	2	11/16/2012			10.4 07/09/2012	158.0 06/19/2012

Care Coordinator View – Patient List

Care List

Patient Dashboard

Care Coordinator
User: Kenny-Janosz, Linda [Program Leader]

Care Coordinator | Admin | My Profile Log off

Care Manager View [Clough, Terry] ▲

Care Manager: Clough, Terry Change CM

Patient Search Scope:
 All Patients
 All Practices
 My Patients
 Instructions: 1) : select patient search scope 2) : type to find matches, then select 3) Filter: click to refine search
Filter

Patient (Name or MRN): clear

Practice: clear

PCP: clear

Care Manager: -All- | Status: -All-

Risk Groups:
 -All-
 CMS ACO
 Commercial
 Medicaid

Care Manager List (526)

Legend:
 icon to edit care management details
 icon to add patient to panel
 icon to remove patient from panel
 : hover over icon to view next contact note
 • last event: click to view history
 • observations: click to view history

Patient Overview						Risk Profile			Care Management				Last Clinical Observation		
Name	MRN	DOB	Age	Gender	PCP	Group	Clinical	Financial	Manager	Status	Acuity	Next Contact	Last Event*	HbA1C	LDL-C
WHITFIELD, HECTOR P.	099960988	06/08/1943	69	M	DAWSON, KAYE K	Medicaid	49 Low	86 Moderate	Clough, Terry	Currently Managed	2	10/24/2012	Transfer 09/18/2012		
THOMPSON, DREW Q.	099969896	05/22/1948	64	M	CABRERA, WHOOPI U	Medicaid	29 Low	81 Low					Cancel pre-admit 09/07/2012	5.9 01/15/2012	96.0 01/15/2012
STRICKLAND, XANDER Z.	099985463	04/22/1930	82	M	DAWSON, KAYE K	CMS ACO	48 Low	78 Moderate					Admit 09/03/2012		
PEREZ, CIARAN R.	099996907	06/08/1937	75	M	DAWSON, KAYE K	Commercial	33 Low	71 Low					Admit 08/26/2012	7.1 03/01/2012	103.0 03/01/2012
BEACH, ALAN V.	099972330	09/08/1925	87	M	DAWSON, KAYE K	Medicaid	49 Low	79 Moderate					Admit 09/03/2012		

CMS ACO Quality Measures – Sample

View individual patient status on CMS quality measures



Care Coordination

Monday, July 16, 2012
USER: NNEACCDemo

Provider: Practice: TIN: Patient:
 Patient Search (Last, First):

Last Name	First Name									BMI	Abnl MB f/u	Tobacco Use	Tobacco Counseling	Depression Screening	Depression f/u	Colon Cancer Screening
Smith	Joe									○	○	○	○	✓	✓	✓
Jones	Jane									○			○	○	○	
Lee	Amy										○	○	✓		○	○
Chang	Terry									○	○	✓	✓	○		
Brown	Ken									○	○		○	○	○	✓
White	Paul	8943652	673029381	Adams	5		○	✓	○			○		○		✓
Pent	Cal	2546432	291029853	Shin	3	○	✓		✓	✓	✓	○		✓	○	

Grid Key

- Percentage of denominator meeting guidelines
- Data **PRESENT** ✓
- OPPORTUNITY** for care ○
- Measure **DOES NOT APPLY** to patient



Highest Cost Area – Hospital Inpatient

D4. Pioneer Inpatient Utilization for members active as of Sept '12 (incurred Jan-July '12)

	Site A	Site B	Site C	Site D	Site E	Unassigned	TOTAL
Total Admissions	361	514	341	780	230	61	2287
Total acute care days	1765	2901	1961	4162	1107	291	12187
Average AC days/admission	4.9	5.6	5.8	5.3	4.8	4.8	5.3
Admissions/000	234.67	269.96	226.75	200.64	226.58	216.06	225.74
Total acute care days/000	1147.35	1523.63	1304	1070.61	1090.55	1030.7	1202.93
Total days per 1,000	Site A	Site B	Site C	Site D	Site E	Unassigned	TOTAL
CCU/ICU BED	236.6	275.2	452.2	302.0	280.8	138.1	302.6
MEDICAL BED	490.1	671.7	438.2	126.8	403.9	279.8	362.7
OB BED	0	2.63	5.32	1.29	0	7.08	2.0
PSYCH BED	82.6	199.05	84.45	96.72	2.0	116.9	103.1
SURGICAL BED	338.0	375.0	323.84	543.79	403.9	488.8	432.6
Overall Acute Care Cost pmpm	Site A	Site B	Site C	Site D	Site E	Unassigned	TOTAL
Overall Acute Care Cost pmpm	\$185.52	\$226.28	\$181.29	\$197.36	\$218.98	\$157.10	\$199.65
Prosp Risk Adj pmpm	\$197.79	\$227.65	\$197.29	\$199.23	\$187.87	\$164.74	\$201.85
Prospective Risk Score	0.93797	0.99399	0.91888	0.9906	1.16559	0.95365	0.98911



How Are We Doing on Quality?

DM Measures	Comm Target	Commercial	TDY1 Target	Pioneer
BP < 140/90		79%	86.0%	83%
A1C <= 9.0	84.0%	76%	90.0%	87%
LDL < 100	69.0%	51%	69.0%	65%
A1C < 8.0	74.5%	66%		77%
*HgbA1c (year) Done	90.0%	57%		44%
*LDL Done	91.0%	52%		40%
Non Tobacco Use		79%		74%
DM & IVD Aspirin Use		90%		86%
DM ACO Composite				
Heart Measures	Comm Target	Commercial	TDY1 Target	Pioneer
HTN < 140/90		76%	81.0%	81%
CAD: Drug Therapy for Lowering LDL	70.5%	94%	98.0%	94%
IVD: Lipid Panel & LDL < 100	80.0%	49%		52%
IVD: Use of Aspirin		85%		85%
Preventive Measures	Comm Target	Commercial	TDY1 Target	Pioneer
Pneumovax		53%	88.0%	67%
Colorectal Screening		55%	78.0%	59%
*Mammography	80.0%	62%		61%
High BP Screening		93%		97%
GREEN		at of above target		
YELLOW		within 5% of target		
RED		greater then 5% below target		



Questions

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