

Health System & Value Based Care Overview

APPD Fall Meeting
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SERIOUS MEDICINE. EXTRAORDINARY CARE.™

Background

Nebraska Medicine is an integrated delivery system consisting of:

- 2 Hospitals
 - Nebraska Medical Center (621 beds)
 - NM Bellevue (77 beds)
- 2 Outpatient Centers
- 50 Ambulatory Clinics
- 650+ Employed Physicians
- 8,500+ Employees

Nebraska Medicine is the academic medical center for the University of Nebraska (Medical Center)

Nebraska Medicine is located in Omaha

- Primary market population = ~1M people
- Secondary/Tertiary market = ~4M people

Nebraska Medicine's primary Clinical Programs are:

- Cancer
- Heart & Vascular
- Neurosciences
- Solid Organ Transplant



History

1987

- Clarkson Hospital and University Hospitals merge to form Nebraska Health System
- University Medical Associates (UMA) operates as the faculty practice plan

2005

- Nebraska Health System becomes The Nebraska Medical Center

2008

- University Medical Associates becomes UNMC Physicians

2009

- Bellevue Medical Center Opens as a joint venture (65% TNMC/35% Physicians)

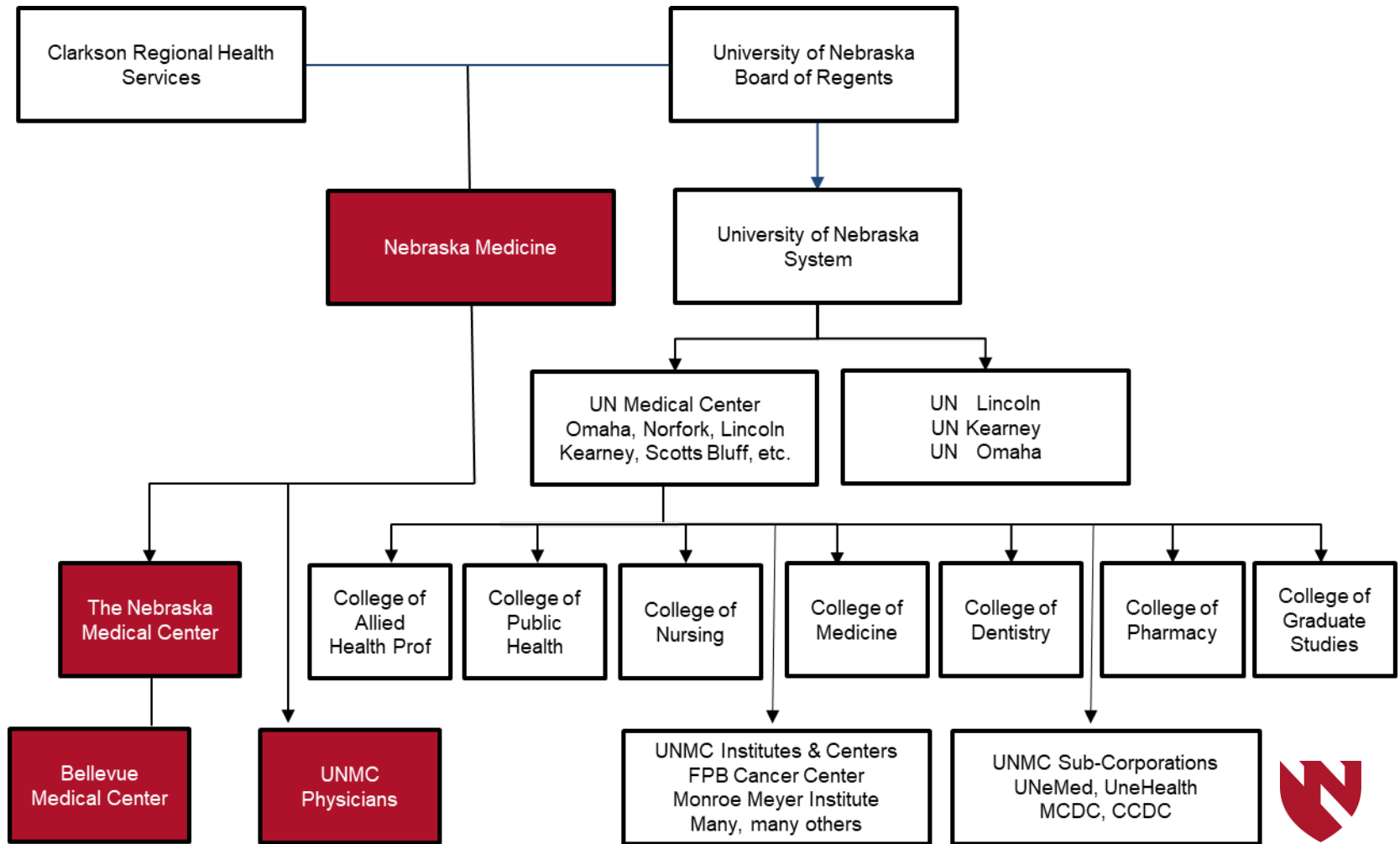
2014

- UNMC Physicians, Bellevue Medical Center (JV eliminated) and The Nebraska Medical Center merge to become Nebraska Medicine



Corporate/Organizational Structure

Nebraska Medicine & University of Nebraska System



OUR MISSION

Our mission is to lead the world in transforming lives to create a healthy future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care.

OUR VALUES

reflect **who we are** and **why we're here**.

ITEACH



Innovation

Search for a better way. Seek and implement ideas and approaches that can change the way the world discovers, teaches and heals. Drive transformational change.



Teamwork

Respect diversity and one another. Communicate effectively and listen well. Be approachable and courteous. There is no limit to what we can achieve when we work together.



Excellence

Strive for the highest standards of safety and quality in all that you do. Work to achieve exceptional results.



Accountability

Commit. Take ownership. Be resilient, transparent and honest. Always do the right thing and continuously learn.



Courage

Make the tough decisions. Have no fear of failure in the pursuit of excellence. Admit mistakes and learn from them.



Healing

Show the empathy you feel. Be selfless in caring for patients, one another and the community.



NEBRASKA HEALTH NETWORK



METHODIST



**Nebraska
Medicine**

Led by the physicians and health systems of your community.

The Nebraska Health Network is the physician-led accountable care network dedicated to improving the health of all patients by delivering high-quality, affordable and accessible health services throughout Nebraska and Western Iowa



NHN Objectives

- Actively address key clinical priorities identified by data.
- Collaborate with primary care physicians to improve population health.
- Produce, utilize and distribute relevant and actionable information from related data.
- Support physician and consumer engagement initiatives.
- Track and product performance and implement funds flow models that support and reward performance.



NHN Value-Based Contracts Overview

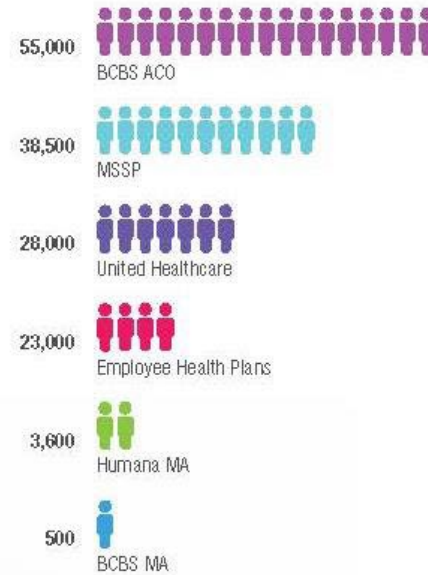
Quality Measures by Contract

	BCBS ACO	MSSP	United Healthcare	Employee plans—NM & MA	Humana Medicare Advantage	BCBS Medicare Advantage
Diabetes—HbA1c	+	+	+	+	+	+
Diabetes—Eye exam	+	+	+	+	+	+
Breast cancer screening	+	+	+	+	+	+
Colon cancer screening	+	+	+	+	+	+
30-day readmissions	+	+	+	+	+	+
Diabetes—Nephropathy	+	+	+	+	+	+
ER visits per 1,000	+	+	+	+	+	+
Patient experience	+	+	+	+	+	+
Medication monitoring	+	+	+	+	+	+
High-Risk Meds—Elderly	+	+	+	+	+	+
Medication Adherence	+	+	+	+	+	+
PCP Visits	+	+	+	+	+	+
Antibiotic use—Adult bronchitis	+	+	+	+	+	+
Cervical cancer screening	+	+	+	+	+	+
Chlamydia screening	+	+	+	+	+	+
6 well-child visits 1st 15 months	+	+	+	+	+	+
Ratio of actual to expected length of stay	+	+	+	+	+	+

BCBS ACO
MSSP
United Healthcare
Employee plans—NM & MA
Humana Medicare Advantage
BCBS Medicare Advantage

overlap with other contracts

Lives Under Contract in 2018



148,600 Total Lives

NHN Value Based Contracts Overview (2018)

Anticipated Payment = **\$4.6M**

Includes BCBS, Human & EE Plans

Incentive Potential

\$125,000	BCBS MA
\$849,200	Humana MA
\$5,025,000	United Healthcare
\$5,520,000	Employee health plans
\$18,900,000	BCBS ACO
\$35,400,000	MSSP

\$65.8 MILLION TOTAL PAYMENT INCENTIVES

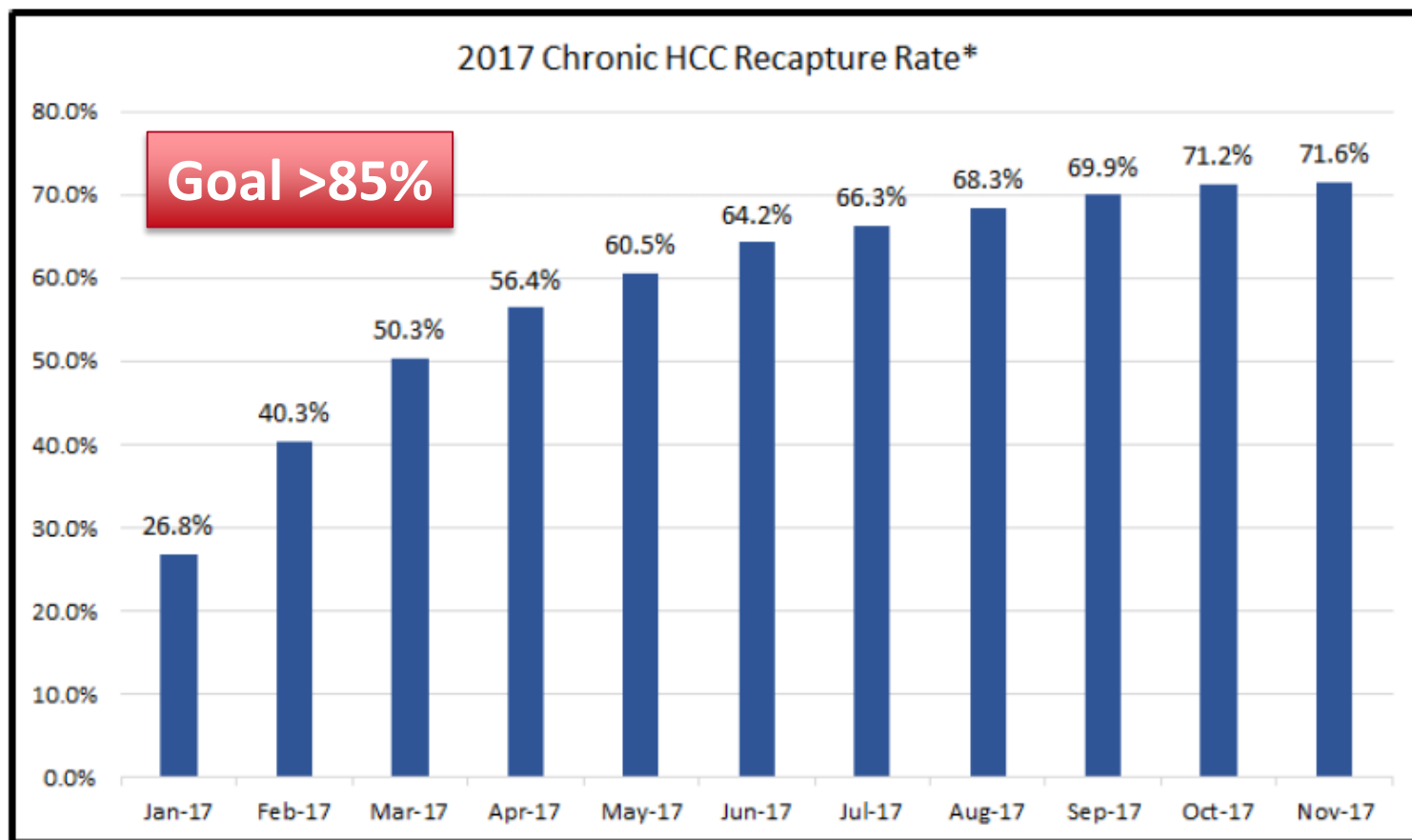


Value Based Focuses

- Primary Care (PCMH) Based
 - Chronic Care Management (CCM)
 - Annual Wellness Visits
 - Transitions of Care Management (TCM)
- Post Acute Care
 - Care Transitions (SNF, Home Care, etc.)
 - Return to Primary Care (TCM)



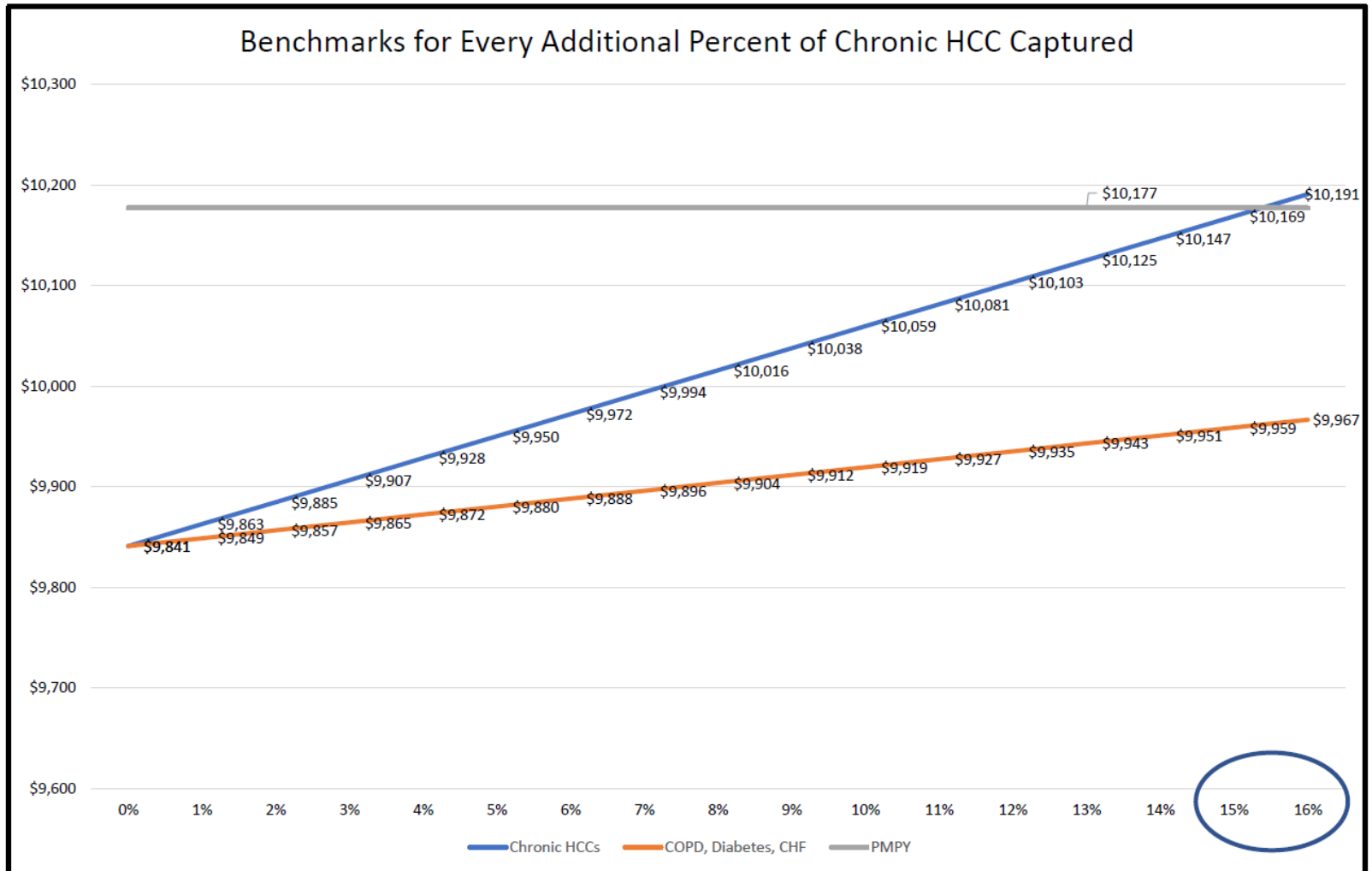
Chronic Care Management



* Continuously enrolled beneficiaries



Chronic Care Management

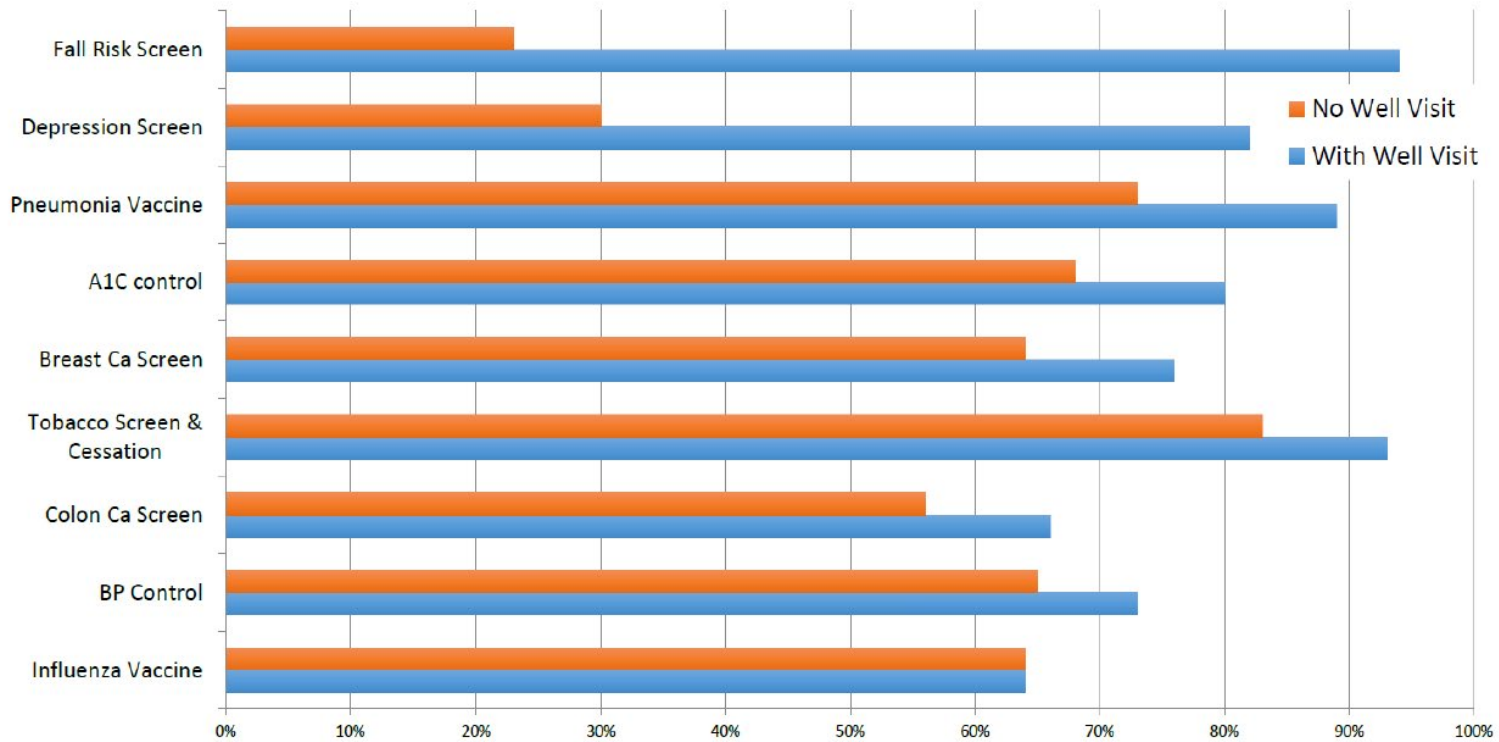


Annual Wellness Visits

- The “holy grail” of population health management.
- Benefits fee-for-service and value-based revenue
 - FFS reimbursement (\$100-160)
 - Chronic Care Management
 - Advance Illness Planning
 - FFS Preventatives
 - RVU capture (1.5-2.43)
 - Health Risk Assessment
 - Attribution
 - Medical Risk Capture
 - Quality Measures
- Our goal 40% of all Medicare patients



Annual Wellness Visit Impact



Nebraska Medicine's Value Based Summary

- Implemented full PCMH:
 - All primary care clinics
 - Focus on CCM, AWW, TCM
 - Working towards expansion and centralized functions including remote patient monitoring
- Reporting all physicians in all specialties (as a group) for MIPS/MACRA.
- Ongoing focus on streamlining documentation in Epic.
- Participating via ACO (NHN) in value based arrangements.
- Continuing dashboard and metric development (see appendix for samples)





Nebraska Medicine

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Appendix: Dashboards & Metrics

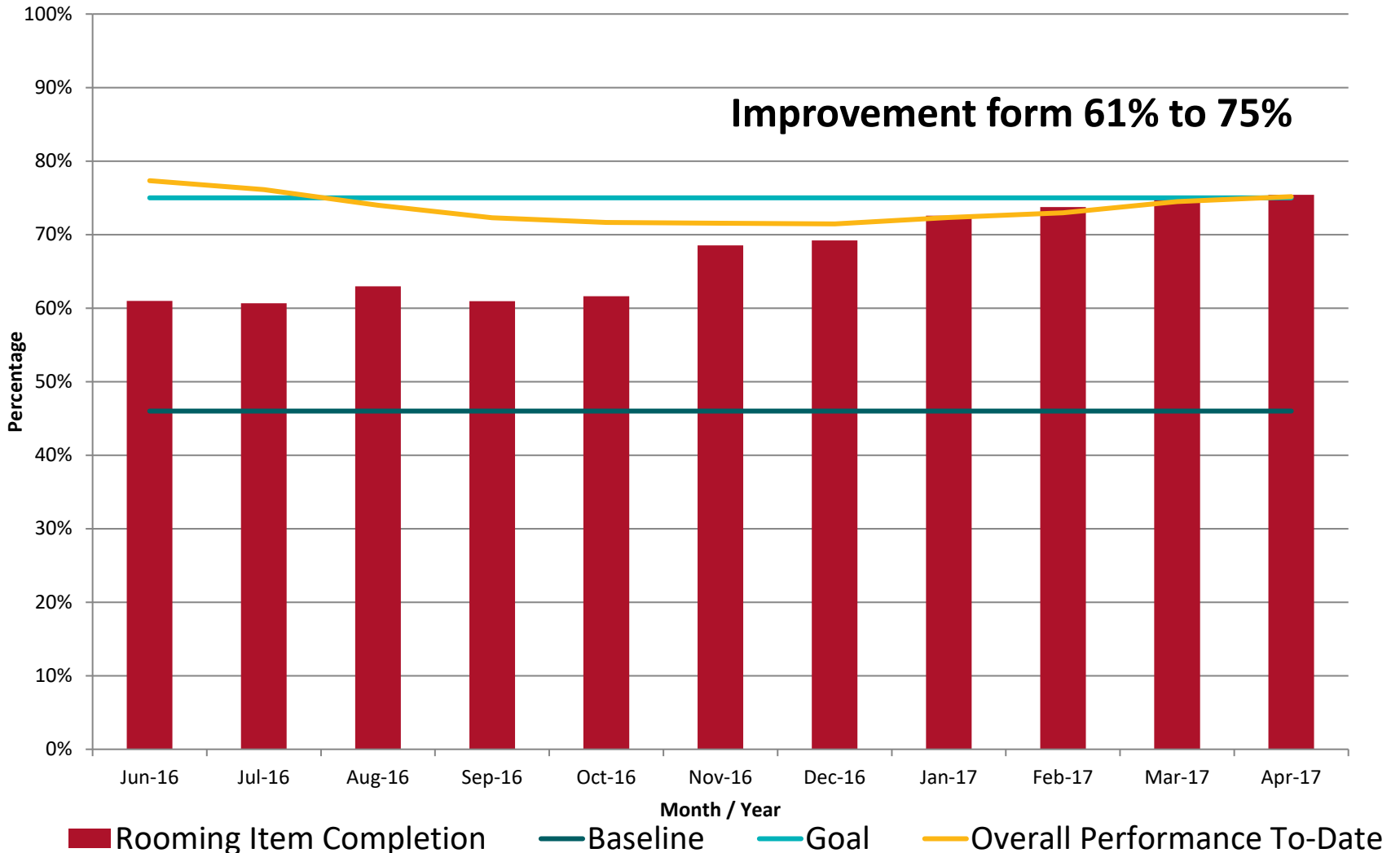


Rooming Data

% Every Encounter Required Documentation Completed

Numerator: # of provider-type encounters with all rooming items completed

Denominator: # of total clinic provider-type encounters



OneChart Quality Measure Change – remove the Tobacco Cessation for the time being

Before

Collaborative Care⁵ NM ALL AMBULATORY DEPARTMENTS

Department Grouper:

	Q3 '17	Q4 '17	Q1 '18	YTD	QTD
> Preventive Care and Screening: Screening for Clinical Depression and Follow-Up Plan	78.93%	79.53%	63.07%	62.77%	68.23%
> Documentation of Current Medications in the Medical Record	96.37%	96.71%	95.15%	95.23%	95.65%
> Preventive Care and Screening: Body Mass Index (BMI) Screening and Follow-Up Plan	45.17%	45.53%	51.77%	51.09%	53.29%
> Falls: Screening for Future Fall Risk	84.53%	85.26%	58.52%	58.21%	67.93%
> CMS 138: Preventive Care and Screening: Tobacco Use: Screening and Cessation Intervention					
> Tobacco Screening	-	-	99%	99%	99%
> Cessation Intervention for Tobacco Users	-	-	20%	21%	20%
> Tobacco Screening and Cessation Intervention for Tobacco Users	-	-	89%	89%	89%
> CMS 138: Tobacco Use: Screening and Cessation Intervention (2017)	92%	92%	-	-	-

After

Collaborative Care⁵ NM ALL AMBULATORY DEPARTMENTS

Department Grouper:

	Q3 '17	Q4 '17	Q1 '18	YTD	QTD
> Preventive Care and Screening: Screening for Clinical Depression and Follow-Up Plan	78.93%	79.53%	63.07%	62.77%	68.23%
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Safety 40% Last Updated: 8/20/2018							
Metric Name	FY18 Actual	Target	FYTD Target	YTD Actual	Achieving Goal	Trend Goal	Monthly Trend
HAC Rate	12.40	11.50	11.50	12.40	●	⬇️	
Mortality O/E - NMC	.87	.84	.84	.87	●	⬇️	
Mortality O/E - BMC	.68	.80	.80	.68	●	⬇️	
Employee Safety (DART)	1.48	1.37	1.37	2.03	●	⬇️	
Vizient Safety Harm Rate	3.70	5.20	5.20	3.70	●	⬇️	
SSER	2.13	Null	Null	2.13	●	⬇️	
Culture 15% Last Updated: 8/20/2018							
Metric Name	FY18 Actual	Target	FYTD Target	YTD Actual	Achieving Goal	Trend Goal	Monthly Trend
Voluntary Turnover Rate	13.87%	13.18%	13.18%	15.47%	●	⬇️	
First Year Employee Turnover Rate	33.82%	32.13%	32.13%	33.47%	●	⬇️	
Provider Engagement	Null	Null	Null	.00	●	⬇️	
Employee Engagement	Null	Null	Null	.00	●	⬇️	
Clinical Learning Environment	.56	.62	.62	.00	●	⬇️	
Growth 15% Last Updated: 8/20/2018							
Metric Name	FY18 Actual	Target	FYTD Target	YTD Actual	Achieving Goal	Trend Goal	Monthly Trend
Attributed Lives	93,390	103,400	8,616	92,759	●	⬆️	
New Patients to Primary Care	23,472	27,250	2,270	1,510	●	⬆️	
New Patients to Specialty Care	56,857	60,400	5,034	4,749	●	⬆️	
% Net Patient Service Revenue Growth	9.50%	3.40%	13.26%	11.85%	●	⬆️	
Reputation 15% Last Updated: 8/20/2018							
Metric Name	FY18 Actual	Target	FYTD Target	YTD Actual	Achieving Goal	Trend Goal	Monthly Trend
Inpatient Likelihood to Recommend - NMC	80.60%	81.00%	81.00%	79.98%	●	⬆️	
Inpatient Likelihood to Recommend - BMC	75.80%	77.50%	77.50%	75.03%	●	⬆️	
Clinic Likelihood to Recommend	82.00%	82.80%	82.80%	81.88%	●	⬆️	
New Specialty Patients seen within 10 days	45.42%	42.50%	42.50%	44.70%	●	⬆️	
My Chart Activation Rate	Null	33.50%	33.50%	30.28%	●	⬆️	
Clinical research enrollment at Nebraska Medicine	2,554	2,809	234	219	●	⬆️	
Value 15% Last Updated: 8/20/2018							
Metric Name	FY18 Actual	Target	FYTD Target	YTD Actual	Achieving Goal	Trend Goal	Monthly Trend
Earnings before Depreciation	\$157,557,000	\$161,900,000	\$9,668,000	\$9,065,000	●	⬆️	
Operating Margin	4.10%	4.10%	1.20%	.91%	●	⬆️	
Return On Assets	5.20%	5.10%	2.18%	1.70%	●	⬆️	
MSSP Quality Measure Index	58.94%	59.69%	59.69%	57.79%	●	⬆️	

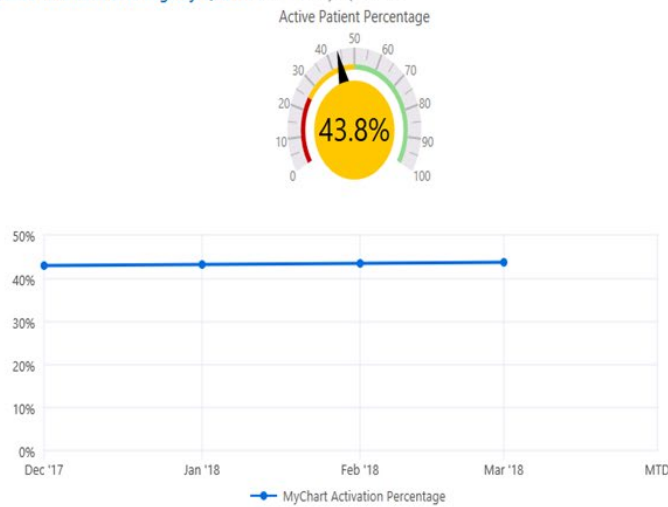


One Chart MyChart Utilization Dashboard - Personal (2)

Group: NM ALL AMBULATORY DE

Utilization

Patient Activation Percentage by Quarter



Patient Activation Percentage by Month

	Dec 17	Jan	Feb	Mar
MyChart Activation Percentage	42.9%	43.2%	43.5%	43.8%

Patient Engagement

MyChart Appointment Utilization

	Dec 17	Jan	Feb	Mar	MTD
Appointments Scheduled Online	208	288	297	400	419
Appointment Requests	807	1,081	373	465	312
No Show Rate	7%	7%	7%	6%	4%

Patient-Provider MyChart Engagement

	Dec 17	Jan	Feb	Mar	MTD
Medical Advice Requests	5,285	6,289	6,153	7,058	5,492
Medication Refill Requests	874	1,001	957	1,146	858
Message Handling	87%	89%	91%	91%	89%
Results Release	86%	89%	90%	89%	75%

Patient-Entered Data

	Dec 17	Jan	Feb	Mar	MTD
History Questionnaires Submitted	2,119	2,775	2,693	3,011	2,374
General Questionnaires Submitted	1,907	2,117	1,938	2,062	1,482
Patient-Entered Clinical Updates	-	-	-	-	-



MyChart Activation Percentage: NM Ambulatory Departments Drilldown

MyChart Activation Percentage: NM Ambulatory Drilldown

Patient Activation Percentage by Month⁵

- > 5465
- > Acute Dialysis Center
- > Bariatric Services
- > Bellevue Cancer Care Clinic
- > Bellevue Cancer Infusion
- > Bellevue Clinic
- > Brentwood Clinic
- > Cardiovascular Center
- > CFM Clinic

	Dec 17	Jan	Feb	Mar
	14.0%	14.2%	14.4%	13.7%
	22.2%	22.2%	27.6%	28.6%
	59.2%	59.6%	59.6%	60.2%
	51.3%	52.3%	53.9%	54.0%
	51.0%	52.4%	51.6%	50.4%
	52.6%	52.9%	53.0%	53.0%
	48.3%	49.0%	49.6%	50.0%
	42.2%	42.6%	42.7%	43.0%
	34.3%	35.0%	34.8%	35.2%

