



Emergency Department Care

A Changing Paradigm

Reading Health System

- The largest employer in Berks County
- 724 beds
- Three facilities
- 7,000 employees
- 335 employed physicians in multiple specialties
- 30 practice locations
- 134,000 ED visits, busiest in Pennsylvania

1



Emergency Department Care

A Changing Paradigm

Old Paradigm

- Fee for service insurance
- Incentives to utilize services – minimal financial disincentives
- Managed Care requiring authorizations and certifications
- Emphasis on documentation to support utilization and payments

2



Emergency Department Care A Changing Paradigm

New Paradigm

- Bundled Payments
- Accountable Care Organizations
- Shared Risk models
- Global Capitation



3

Emergency Department Care A Changing Paradigm

New Paradigm

- Requires Population Health Management
- Financial incentives encourage
 - "The right care at the right time at the right place"
- Penalizes readmission to acute care and emergency departments
- Greater reliance on lower cost venues of care
 - Primary Care, Urgent Care and other non-traditional settings



4

Emergency Department Care A Changing Paradigm

East Penn Manufacturing

- Second largest employer in Berks County
- 10,000 self-insured covered lives locally
- Capital Blue Cross administers the health care benefits for most of the local covered lives
- 2,500 covered lives in the Keystone Health Plan Central HMO product have selected a Reading Hospital employed physician to be their primary care physician



5

Emergency Department Care

A Changing Paradigm

How it developed

- Negotiations have taken place over the past two years
- In the fall of 2010 East Penn Mfg. approached Reading Hospital seeking relief from high cost of health care for its employees
- A shared risk model resulted as an alternative to simply providing East Penn Mfg. with additional discounts and rebates



6

Emergency Department Care

A Changing Paradigm

- In exchange for limiting East Penn Mfg.'s risk East Penn Mfg. agreed to develop a program in which employees and dependents would be encouraged and incentivized to cooperate with their primary care providers in efforts to maintain and improve their health
- The result: **Primary Care Plus™** – a shared risk model



7

Emergency Department Care

A Changing Paradigm

Experience Review

- During negotiations actuaries from Deloitte Consulting were engaged to assess the risk of the entire local East Penn Mfg. employee and dependent population using three years of health care claims data
- Historically forty percent of costs incurred by East Penn Mfg. for the 2,500 Primary Care Plus™ members are paid to non-Reading Hospital facilities and providers



8

Emergency Department Care

A Changing Paradigm

- The Primary Care Plus™ population was identified as having a higher risk score compared to the rest of the East Penn Mfg. population – 1.31 compared to 1.13
- This population was then risk stratified in order to identify members:
 - at high risk
 - with chronic diseases
 - with borderline chronic conditions



9

Emergency Department Care

A Changing Paradigm

Shared risk vs. full risk

- Under full risk Reading Hospital would be responsible for the full cost of the members' health care regardless of the provider, excluding certain carve outs
- Under the shared risk arrangement Reading Hospital is only responsible for the members' health care that is provided by a Reading Hospital owned or jointly owned facility or employed physician
 - Unless the care could have reasonably been provided by a Reading facility or physician – then Reading Hospital is financially responsible to East Penn Mfg.



10

Emergency Department Care

A Changing Paradigm

Agreement Highlights

- The agreement is for three contract periods from October 1, 2012 through June 30, 2016
- An annual per member per month (PMPM) budget has been established
- Claims for services provided by Reading Hospital facilities and employed physicians will be paid on a fee for service basis and trued up annually based on the PMPM budget



11

Emergency Department Care

A Changing Paradigm

Features

- Members of Primary Care Plus™ will be encouraged to participate in an annual health assessment
- Members will be provided with a care plan and assigned a RN Care Navigator on an as needed basis
- Medicus will provide RN Care Navigators and care management services to the primary care physician locations
- Dedicated pharmacist support

12

Primary Care
PLUS[®]
READING HEALTH SYSTEM

Emergency Department Care

A Changing Paradigm

Carve Outs

- Services not included in the Primary Care Plus™ per member per month budget include those services not regularly provided by Reading Hospital such as:
 - organ transplants
 - burn care
 - cystic fibrosis
 - outpatient dialysis

13

Primary Care
PLUS[®]
READING HEALTH SYSTEM

Emergency Department Care

A Changing Paradigm

Quality Metrics - Overview

- Four general categories of quality metrics
- Over time, some data will be gathered and reported by Capital Blue Cross and some will be gathered and reported by Reading Hospital
- The first year of the contract involves gathering baseline data dating back to July 2012

14

Primary Care
PLUS[®]
READING HEALTH SYSTEM

Emergency Department Care A Changing Paradigm

- Incentive goals will be developed from the baseline data results
- July 2013 incentive measurement period begins with the first group of metrics
- There will be a staged implementation of additional metrics through July 2015



15

Emergency Department Care A Changing Paradigm

Four general categories of quality metrics

- Care and Preventive Quality Measures
 - Effective July 2014 except for asthma, depression and back imaging (July 2015)
- Chronic Condition Management Measures
 - Effective July 2013
- Transition of Care Measures
 - Effective July 2013
- Quality of Service Measures
 - Effective July 2013



16

Emergency Department Care A Changing Paradigm

Program Governance Committee Includes

- Chairman of Medicine
- Chairman of Surgery
- Chairman of Emergency
- Chief of Hospitalist Service
- Organization Chief Medical Officers
- Chief Financial Officer
- President of the Physician – Hospital Organization (Berkshire Health Partners)
- Medical Group Executive Director
- Director of Payor Relations



17

Emergency Department Care

A Changing Paradigm

Initial Observations

- High ED utilization
- Forty percent of care sought at ED could have been provided in a lower acuity setting
- Inappropriate ED use was evenly distributed through out the day and week

18

Primary Care
PLUS
READING HEALTH SYSTEM

Emergency Department Care

A Changing Paradigm

Managing the population

- Primary Care Plus patients identified on admission
- The RHS electronic health record provides a banner for caregivers to recognize Primary Care Plus patients
- RN Care Navigators follow up every acute care and emergency care visit within 48 hours to:
 - Ensure patient understands post discharge instructions
 - Ensure medication reconciliations have occurred
 - Ensure follow up physician visits have been scheduled
 - Provide additional education regarding when and where to seek additional care

19

Primary Care
PLUS
READING HEALTH SYSTEM



Questions?

Primary Care
PLUS
READING HEALTH SYSTEM



East Penn Manufacturing Shared Risk Program

Care and Preventive Quality Measures

- Well child / adolescent care visits
- Childhood and adolescent immunizations
- Breast, colorectal and cervical cancer screening
- Diabetes care—HA1C & LDL-C testing
- Pharyngitis testing / appropriate antibiotic use
- *Antidepressant medication management
- *Asthma medications for persistent asthma
- *Imaging studies for low back pain

22



East Penn Manufacturing Shared Risk Program

Chronic Condition Management Measures

- Diabetes
 - HA1C measurements and results
 - LDL-C measurements and results
 - Nephropathy screening
 - Blood pressure control
- Coronary Artery Disease
 - LDL-C measurements and results
- Heart Failure
 - ACE / ARB / Beta blocker use
 - Blood pressure control

23



East Penn Manufacturing Shared Risk Program

Transition of Care Measures

- Medication reconciliation within three days of discharge from hospital to home
- Reading Hospital Pharmacists call patient within three days of discharge; provide outreach services; trained to enter recommendations into Epic or fax to the current "paper" practices
- Seven day post discharge visit
- Medicus Care Navigators provide outreach to the patient to arrange a follow up visit; PCP/SCP visit or Nurse Care Navigator contact counts toward metric

24



East Penn Manufacturing Shared Risk Program

Quality of Service Measures

- Access to Care
- Based upon ability to see patients
 - Expanded hours of service
 - Same day access
 - Quick Care accessible without a referral and counts as Access to Care metric
- Patient satisfaction survey results
- "Overall care" and other high correlation questions

25



East Penn Manufacturing Shared Risk Program

CARE NAVIGATORS

- Roles & Responsibilities
 - Transitions of Care
 - Receives Daily Discharge Report from CBC
 - Schedules PCP Appointment Post Discharge through Cadence
 - Minimum of 4 contacts in the first 30 days after discharge
 - Chart Reviews
 - Initial Baseline Data Gathering
 - Pre-Visit Chart Review
 - Gaps in Care Analysis
 - Chronic Condition
 - Preventative Screening

26



East Penn Manufacturing Shared Risk Program

CARE NAVIGATORS

- **Roles & Responsibilities (continued)**
 - Member Self-Management Skills Coaching
 - Develop Member Care Plan with Physician
 - Documentation of Clinical Quality Metrics
 - Refer Members to CBC Care Mgmt. Programs as applicable
 - Coordination of Ancillary Services

27



East Penn Manufacturing Shared Risk Program

PHARMACISTS

- **Roles & Responsibilities**
 - Medication Reconciliation within 3 Calendar Days of Discharge
 - Medication Reconciliation upon request by Physician
 - Review of MEDCO Pharmacy data and Notification of Medication Non-compliance

28



East Penn Manufacturing Shared Risk Program

- **Quick Care**
 - Referrals to TRHMG Quick Care Waived for Eligible EPM Members
- **Member Communication**
 - Letter and FAQ Sheet from EPM
 - Letter from Physician Practice
- **Marketing**
 - Primary Care Plus™ Branding Program
 - Sticker for EPM Member Benefits Card
 - Health Fair at EPM Coordinated by TRHMG/CBC
- **Technology**
 - Flag Identification of EPM Members in Epic/Netaccess
 - Crimson
 - Disease Registry

29



East Penn Manufacturing
Shared Risk Program



30

East Penn Manufacturing
Shared Risk Program



31
