



UNIVERSITY *of* MARYLAND
MEDICAL CENTER

Innovative Approaches to Readmission Reduction

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Hospital Payments in Maryland

- Rate Review Commission -- 1971
- First Medicare/Medicaid waiver -- 1977
 - Hospital costs came down
 - Outpatient costs increased
 - Lacked quality incentives
- Renewed waiver with CMS -- 2014
 - **All Payer System**
 - Focus on cost *AND* quality
 - Global Budgets
 - Potentially Avoidable Utilization

Maxim's Nationwide Workforce



65,000 Caregivers Nationwide

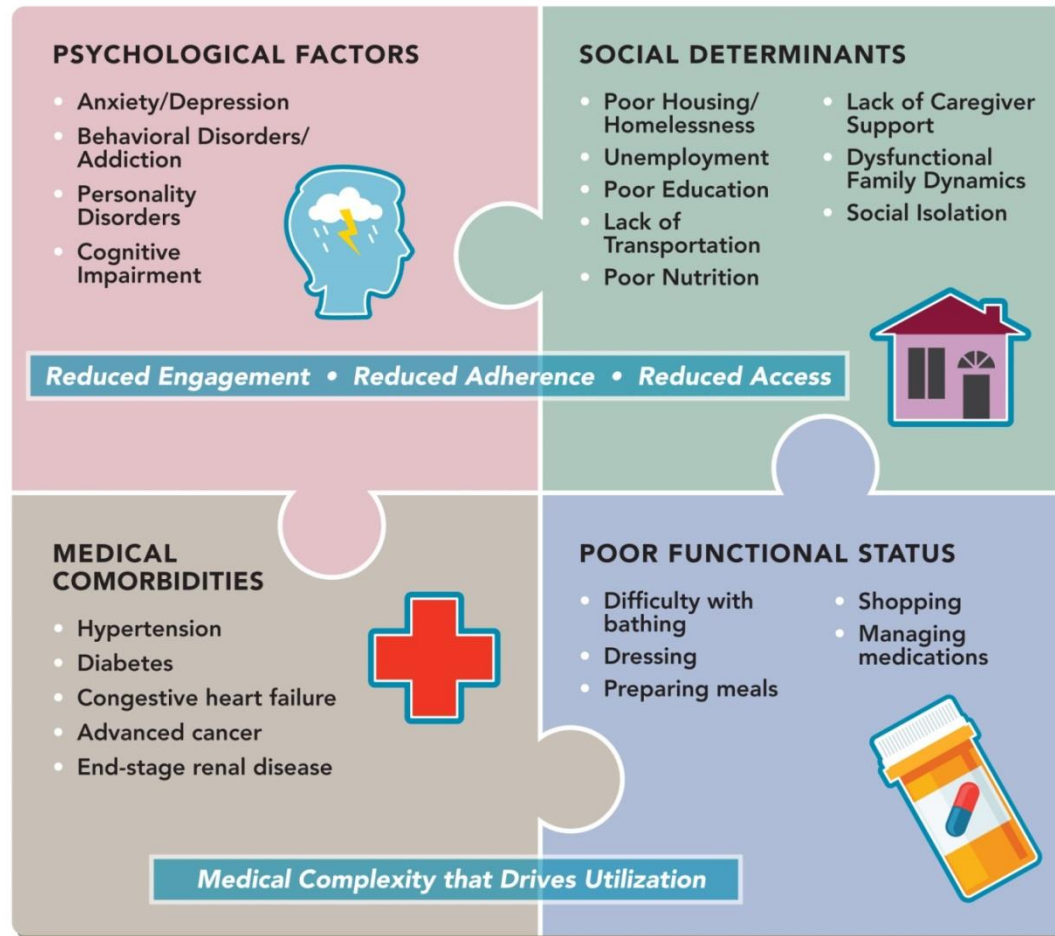
Community Health Workers

Repurposing the current workforce

Building a gateway for careers in healthcare

- *Recruit, Train & Manage*
- *Align with customer goals*

Avoidable utilization is not always the problem



For complex patients, utilization may actually be a symptom of underlying socioeconomic and behavioral challenges

Program Performance



* Comprised primarily of high risk patients being referred to skilled nursing facilities and subacute rehab as well as high risk patients who refuse consent and those who left without being seen

64% Reduction in Readmissions

*Over 14,000 Hours of CHW Care
Over 2000 NP Assessments in the Hospital
and 1300 RN Assessments in the Home*

Cost Compare...

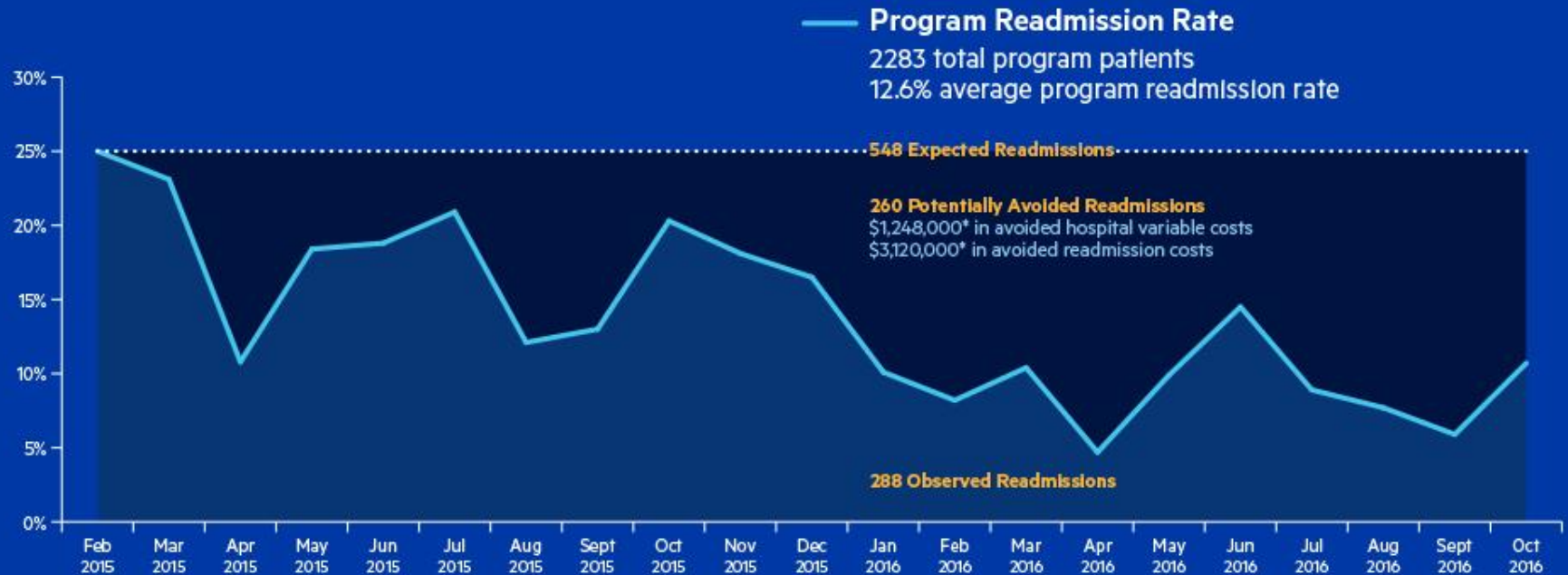
Care Setting	Daily Cost
Maxim Community-Based Care Program	\$16.50
Adult Day Health Care Center	\$67.00 *
Assisted Living Facility	\$108 *
Nursing Home	\$229 *
ER Visit	\$1233 **
Hospitalization	\$2271 ***

* LongTermCare.gov: <https://longtermcare.acl.gov/costs-how-to-pay/costs-of-care.html>

** Caldwell N, Srebotnjak T, Wang T, Hsia R (2013) "How Much Will I Get Charged for This?" Patient Charges for Top Ten Diagnoses in the Emergency Department. PLoS ONE 8(2): e55491. doi:10.1371/journal.pone.0055491 <http://dx.doi.org/10.1371/journal.pone.0055491>

*** Kaiser Family Foundation, State Health Facts: <http://kff.org/health-costs/state-indicator/expenses-per-inpatient-day/?currentTimeframe=0&sortModel=%7B%22colId%22:%22Location%22,%22sort%22:%22asc%22%7D>

Program Savings



* Hospital client estimate of \$12,000 average readmission cost and roughly 40% variable cost saving potential

CHW's can be deployed to address a wide range of goals and conditions...



The Challenge of CHW Management



A word cloud illustrating the challenges of CHW management. The words are arranged in a roughly circular pattern, with varying font sizes and colors. The most prominent words are 'Supervision' (large, dark blue), 'Retention' (large, red), 'Transportation' (large, teal), 'Training' (large, teal), 'EHR' (large, teal), and 'Case Management' (medium, orange). Other words include 'Social Service Coordination', 'Program Management', 'Technology', 'Recruitment', 'Employee Benefits', 'Overtime', 'On Call', 'Turnover', 'Clinical Documentation', 'Scheduling', 'Performance Management', 'Auditing', 'Unstructured Work Environment', 'Caregiver Allocation', and 'Primary and Specialty Care Coordination'.

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