

United For People with Intellectual & Developmental Disabilities

Leveraging Technology to Capture Outcomes and Demonstrate Value: Practical Approaches to Move to Value Based Care

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Today

- Value Based Care Overview
- Other State VBC/Integration Initiatives
- Organizational VBC/Integration Initiatives
- Technology and Measurement
- A word or two about culture
- Future Challenges



Foundations of Value-based Care



Healthcare Costs

If other prices had followed the same trend as healthcare...

One dozen eggs would cost \$55 A gallon of milk would cost \$48 A dozen oranges would cost \$134







Source: The Healthcare Imperative. Institute of Medicine

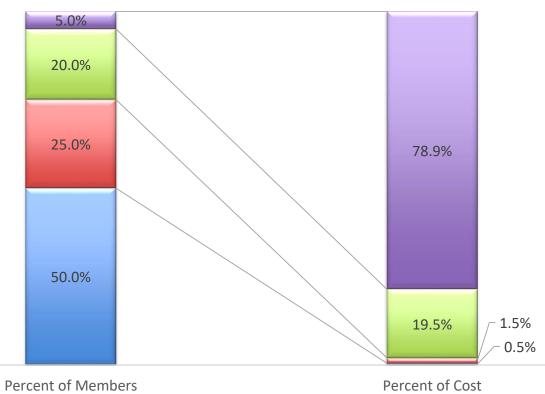


Disproportionate Cost

5% of people account for ~80% of the cost

25% of people account for ~98% of the cost

5%/50% is more typical



Aetna Primary Care Medicaid Plan

IDD Comorbitities

40% adults with IDD diagnosed with four or more comorbidities.

18% anxiety disorder 17.8% depression (N= 1,318)

Rimmer JH, Hsieh K. Longitudinal Health and Intellectual Disability Study (LHIDS) on obesity and health risk behaviors. Proceedings of the Lifespan Health and Function of Adults with Intellectual Disabilities: Translating Research into Practice, State of the Science Conference, Bethesda, MD (2011)



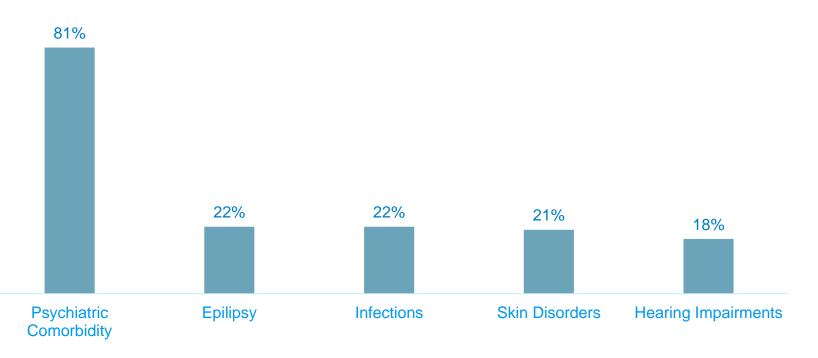
Mental and Primary Care

- Medicaid-only I/DD clients:
 - **47% diagnosed with** bipolar disorder, psychosis, depression, or another form of MI.
 - Mental illness in three of the top five pairings among the highestcost (upper 5% of per-capita costs) Medicaid beneficiaries
 - For those with the most common chronic physical health conditions, healthcare spending is 60–75% higher for those with a mental illness than for those without one.
 - These data combine to compel the development of models that integrate care and focus on the intersection of mental and behavioral health with primary care.

Kronick RG, Bella M, Gilmore TP. The Faces of Medicaid III: Refining the Portrait of People with Multiple Chronic Conditions. Trenton, NJ: Center for Health Care Strategies; (2009).



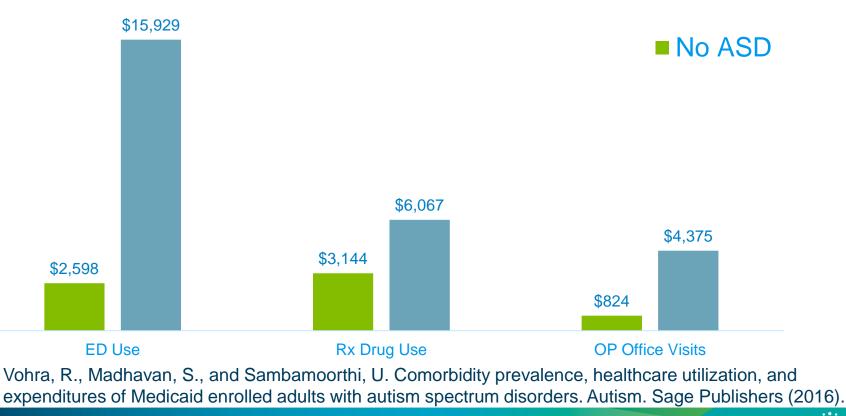
Comorbid Conditions in ASD vs. non-ASD Individuals



Vohra, R., Madhavan, S., and Sambamoorthi, U. Comorbidity prevalence, healthcare utilization, and expenditures of Medicaid enrolled adults with autism spectrum disorders. Autism. Sage Publishers (2016).

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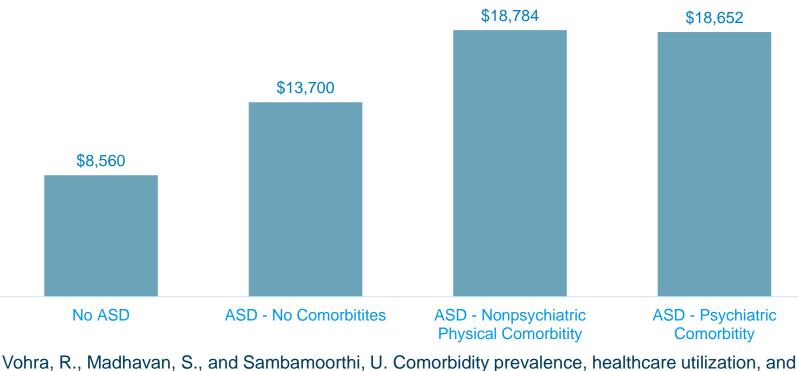
Healthcare Cost in ASD vs. non-ASD Individuals



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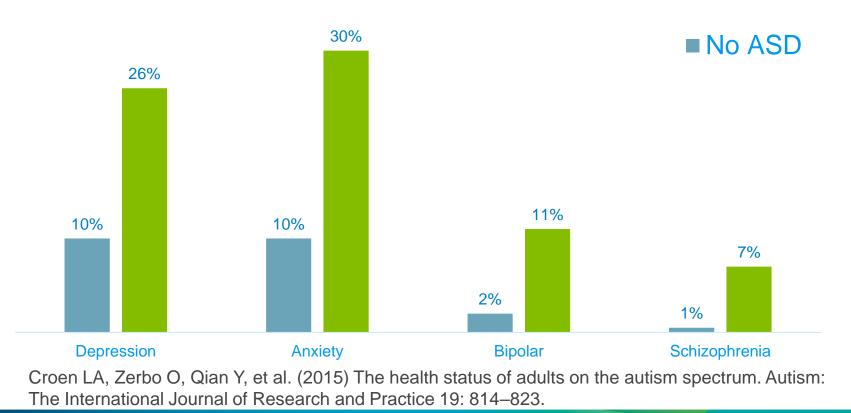
Annual Expenditures ASD vs. non-ASD Individuals With and Without Comorbidities



expenditures of Medicaid enrolled adults with autism spectrum disorders. Autism. Sage Publishers (2016).



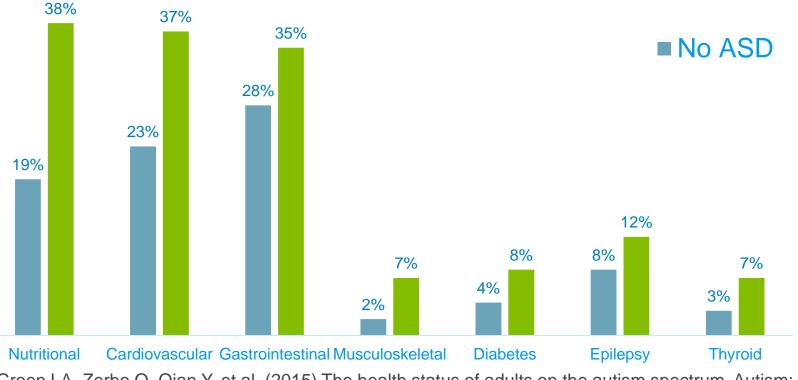
Psychiatric Comorbidities in ASD vs. non-ASD Individuals Croen et al (2015)



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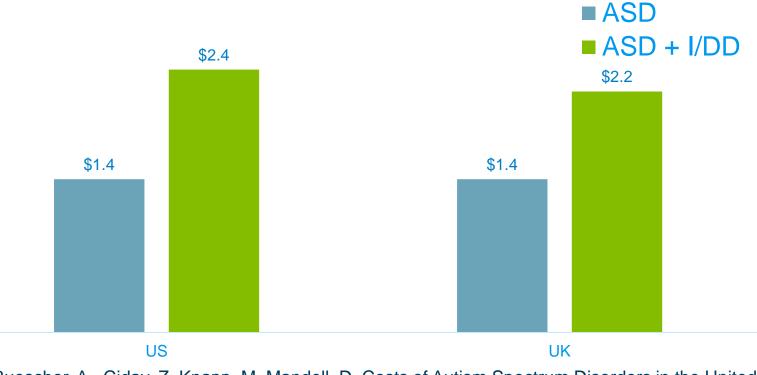
Non-Psychiatric Comorbidities in ASD vs. non-ASD Individuals Croen et al (2015)



Croen LA, Zerbo O, Qian Y, et al. (2015) The health status of adults on the autism spectrum. Autism: The International Journal of Research and Practice 19: 814–823.



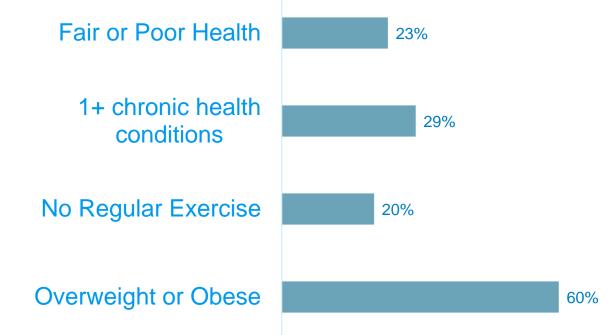
Lifetime Costs of ASD with and without I/DD (\$ Millions)



Buescher, A., Cidav, Z. Knapp, M. Mandell, D. Costs of Autism Spectrum Disorders in the United Kingdom and the United States JAMA Pediatrics August 2014 Volume 168, Number 8



Health Status of Individuals with ASD and I/DD



Li, H. (November 2017) Policy Data Brief: Health and Healthcare Access among Adults with Autism Spectrum Disorder and Intellectual Disability 2015 – 2016. Retrieved from http://lurie.brandeis.edu/pdfs/FINAL_HealthcareAccessASDandIDD_LurieDataBrief_20180109.pdf



IDD Aging and Causes of Death

- Causes of death IDD the same as the general population
 - (Primary causes of death: coronary heart disease, type 2 diabetes, respiratory illnesses, and cancer),
- Average age of death for persons with IDD:
 - Males 63.3
 - Females 69.9 (1,2)
- Exception: Down syndrome
 - Typically die earlier due to dementia-related causes
 - >50% of those with Down syndrome are expected to live into their 50s
 - ~13% will reach age 65

 Walker L, Rinck C, Horn V, McVeigh T. Aging with Developmental Disabilities: Trends and Best Practices. Kansas City, MO: University of Missouri Kansas City; (2007)
 Long T, Kavarian S. Aging with developmental disabilities: an overview. Top Geriatr Rehabil (2008) 24(1):2–1110



Life Expectancy: I/DD



No I/DD: OECD No I/DD: US I/DD Females I/DD Males

Walker L, Rinck C, Horn V, McVeigh T. Aging with Developmental Disabilities: Trends and Best Practices. Kansas City, MO: University of Missouri Kansas City; (2007) Long T, Kavarian S. Aging with developmental disabilities: an overview. Top Geriatr Rehabil (2008) 24(1):2–1110 Donally, G. Here's Why Life Expectancy in the U.S. Dropped Again This Year. Fortune. (2018)







- Bar 1 & 2: Druss BG, Zhao L, Von Esenwein S, Morrato EH, Marcus SC. Understanding excess mortality in persons with mental illness: 17-year follow up of a nationally representative US survey. Med Care. 2011 June;49(6):599-604
- Bar 3; Daumit GL, Anthony CB, Ford DE, Fahey M, Skinner EA, Lehman AF, Hwang W, Steinwachs DM. Pattern of mortality in a sample of Maryland residents with severe mental illness. Psychiatry Res. 2010 Apr 30;176(2-3):242-5



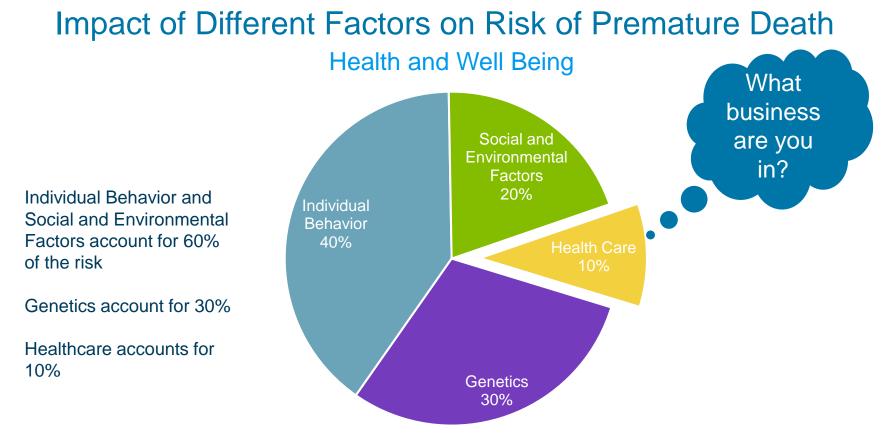
Social Determinants of Health



Social determinants of health (SDoH) are the conditions under which people are born, grow, live, work, and age.

Commission on Social Determinants of Health 2008. CSDH Final Report: Closing the Gap in a Generation: Health Equity Through Action on the Social Determinants of Health. Geneva, Switzerland: World Health Organization.





Schroeder, S.A. We Can Do Better — Improving the Health of the American People N Engl J Med 2007; 357:1221-1228 DOI: 10.1056/NEJMsa073350





IF

Individual Behavior and Social and Environmental Factors account for 60% of the risk

and

Medical Care accounts for 10% of the risk

WHY are we so focused on medical diagnosis and procedures?



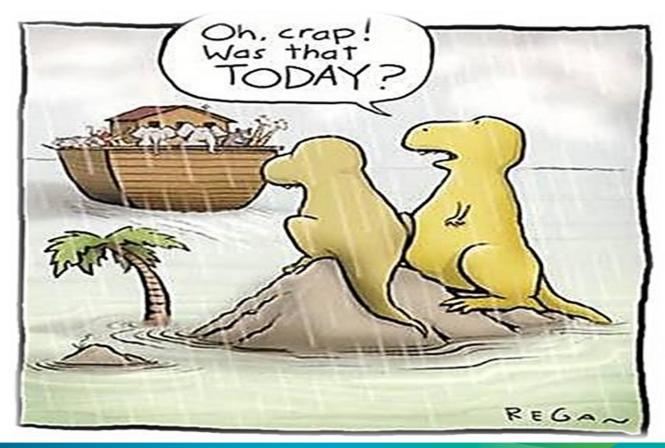
ASD and Psychiatric Genomic Similarities

- Genetic Linkages
 - Schizophrenia and ASD (<u>Hofvander et al., 2009</u>; <u>Mouridsen et al., 2008</u>),
 - ADHD and mood disorders (<u>Cross-Disorder Group of the Psychiatric</u> <u>Genomics Consortium, 2013</u>)
- May account for increased comorbidity burden.

Vohra, R., Madhavan, S., and Sambamoorthi, U. Comorbidity prevalence, healthcare utilization, and expenditures of Medicaid enrolled adults with autism spectrum disorders. *Autism*. Sage Publishers



Change is coming and it is inevitable

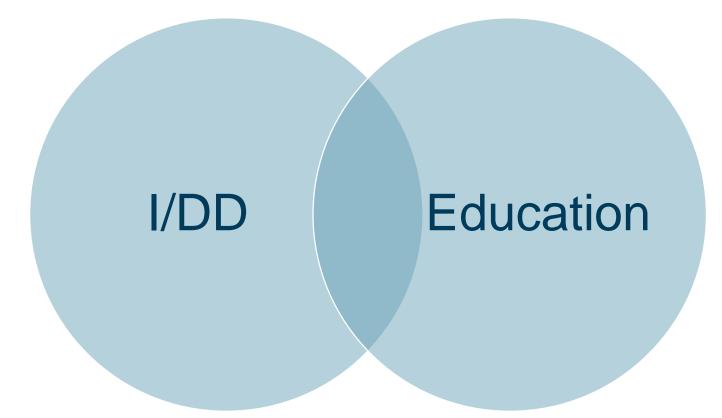




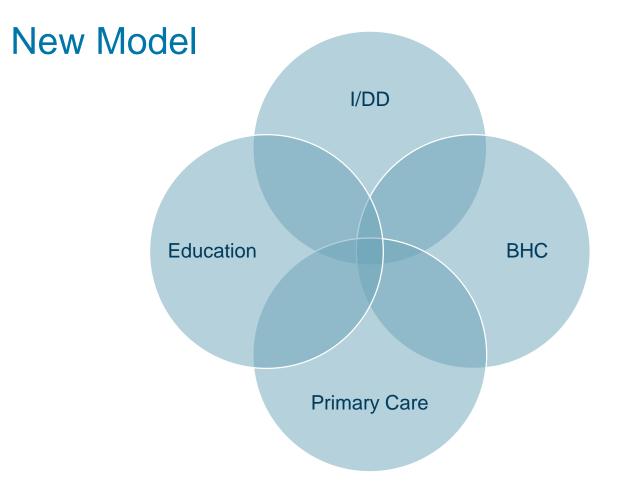
Value Based Purchasing and Care Coordination





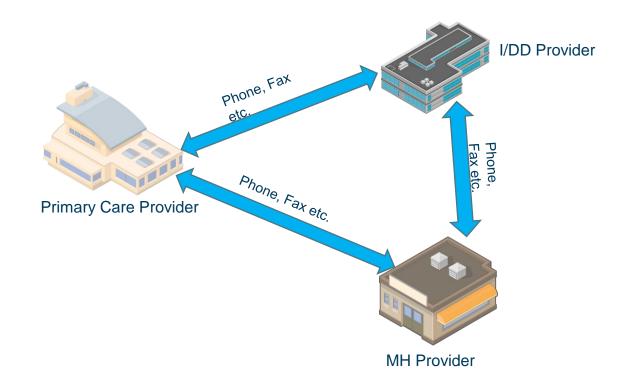




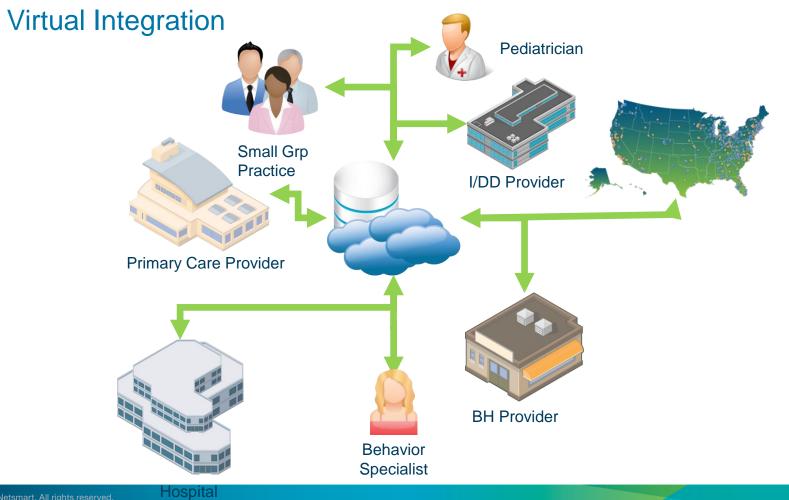




Minimal Coordination









Integrated or Value Based Care = Reform of some flavor

- Reduce institutional/inpatient care
- Lower Emergency Room usage
- Ensure appropriate Level of Care
 Bottom Line: Improve "Value"
- Drive consumer satisfaction
- Deliver health services within an integrated and connected delivery system
- Identify and manage "high risk/cost" individuals



Value = Quality/Cost



Incentive Evolution

Reimbursement Model	Strategy
Fee for Service	Do More, Make More
Managed Care	Do Less, Make More
Value Based Purchasing	Do Better, Make More

OMPLEXITY

Fee-for-service

•One service

One payment

Risk Continuum

Pay for Performance • "Upside only" • Process measures Case Rate •Group of services •Unified payment •Periodic payment Bundled Payment • Bundle of services • Unified payment • Quality targets • Episode-based payment Capitation •Full risk •Population target •Disease specific/All in Total Health Outcomes • Shared risk on total member experience

Move sequentially through different forms of payments, each built upon the last

RISK



Health Care Payment Learning and Action Network (LAN) Alternative Payment Model (APM) Framework

- Category 1: FFS payments not linked to quality.
- Category 2: FFS payments linked to quality and value.

• Category 3: Alternative payment models based on FFS.

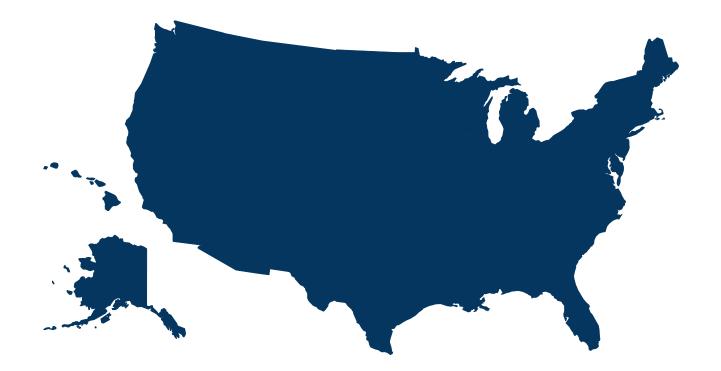
- Shared savings/shared risk.
- Bundled or episode-based payments.

Category 4: Population-based payments.

Alternative Payment Model Framework and Progress Tracking (APM FPT) Work Group. Health Care Payment Learning and Action Network. "Alternative Payment Model (APM) Framework: Final White Paper." January 2016. Available at: <u>https://hcp-lan.org/workproducts/apm-whitepaper.pdf</u>.



State Strategic Initiative Examples





States with Managed Long Term Services & Supports (MLTSS) 2016

	States with MLTSS that include I/DD		States with MLTSS that exclude I/DD
۲	AZ (Partial capitation)	۲	DE
۲	CA	۲	н
۲	FL*	۲	IL
۲	IA(Full capitation)	۲	MA
۲	KS (Full capitation)	۲	MN
۲	MI	۲	NJ
۲	MS	۲	NM
۲	NC (Partial capitation)	۲	NY **
۲	RI	۲	TN (Employment First)
۲	WI*	۲	ТХ
* C	ptional	**	MLTC & MAP

Naughton-Travers, J. Disruption (& Strategic Planning) Come To The I/DD Space. (2017) *Open Minds Executive Briefing*. Boynton, J. Embedding a Whole Person Approach into the Emerging System of I/DD Services. (June 11, 2018) I2i Spring Conference, Raleigh, NC.

New York Office for People With Developmental Disabilities (OPWDD)



Six provider organizations Medicaid care coordination organization/health home (CCO/HH) care management service to people with (I/DD). The CCO/HH will:

- Provide service coordination
- Integrate coordination of other services e.g. health care, wellness, behavioral, and mental health services
- Develop a single individualized Life Plan for each member.

Users can opt out

https://www.openminds.com/market-intelligence/news/new-york-announces-six-care-coordination-



New York Measures Summary

- Care Coordination
 - Implementation of Council on Quality Leadership (CQL) Persc Measures (POMs)*
 - · Implementation of personal safeguards
 - · Transitioning to a more integrated setting
 - Employment
 - Self-direction
- Preventative Care
 - Bladder and Bowel Continence
 - Falls
 - Choking
- Transitional Care
 - Supporting individuals' transition from institutional settings to community settings





New York Measures Council on Quality Measures (CQM) Personal Outcome Measures (POMs)

- My Human Security: Non-negotiable human and civil rights
- My Community: Access to be in, a part of, and with community
- My Relationships: Social support, intimacy, familiarity, and belonging
- My Choices: Decisions about ones' life and community
- My Goals: Dreams and aspirations for the future

New York Crosswalk



Crosswalk: POMs, Core Comps, Ethics, HCBS, PCP, PROMOTE

- CQL-POMS
- DSP Core Competencies
- NADSP Code of Ethics
- HCBS Fed Regs
- Person Centered Planning
- PROMOTE *

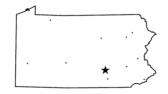
*NY DSP Training Program

My	Self
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CQL Personal Outcome Measures	OPWDD's DSP Core Competencies	NADSP Code of Ethics	HCBS Federal Regulations	Person-Centered Planning	PROMOTE
People are connected to natural support networks	B: Getting to know the person through assessment and discovery; F: Building and Maintaining Relationships	1: Person- Centered Supports—first allegiance is to the person being supported and all functions flow from this.	Supporting full access to the community that any other person not receiving services can enjoy.	Person invites to all planning those whom s/he chooses.	All three aspects of the Green Zone, Connections, Relaxation & Recreation and Self Confidence provide opportunity to support that person in building a richer, fuller life.
People have intimate relationships	F: building and maintaining positive relationships; O: promoting positive behavior and supports H: developing professional relationships	7: Relationships recognizing importance of friends and family, assisting with informed choices in self- expression, separating professional's personal beliefs	Honoring a person's priorities; right to have visitors of one choice; provider ensuring dignity of risk.	Person communicates desired personal relationships and exercises informed decisions/choices.	Connections to others is one of the three building blocks of each person's Green Zone. Improving Connections is defined, demonstrated and practiced.
People are safe	S: supporting safety; R: supporting crisis prevention, intervention and resolution; T: ensuring safety during environmental emergencies	Promoting physical and emotional well- being; encouraging growth, recognizing autonomy; reducing risk from harm.	Protects persons from coercion and restraints; Right to personal space and privacy with the ability to lock one's room and control access; reasonable dignity of risk.	Person has key to lockable front door of residence and bedroom door.	Primary Tools practiced and assessed to assure competency in providing emotional support to develop and use coping strategies Secondary Tools consistently taught.
People have the best possible health	P: Supporting Health and Wellness	2. Promoting Physical and Emotional Well- Being	Person-centered planning and outcomes; honoring a person's priorities.	Choice in functional, health, clinical supports	Health is one of the Basic Needs essential to staying in the Green Zone



Pennsylvania



- 1915(c) home- and community-based services (HCBS) waiver
- 1,050 individuals any age with ASD & I/DD
- 0-8yo if high probability of future intellectual disability or autism.
- \$70,000 in services per fiscal year, excluding supports coordination.
- Option to self-direct their services through both employer and budget authority.

https://www.openminds.com/market-intelligence/news/pennsylvania-launches-new-hcbs-waiver-individuals-autism-dd/



lowa

- MCOs moved from FFS to tiered rate payment method blogy for full-day services to people using home- and community-based services (HCBS)
- 423 provider organizations that serve about 5,000 TBI or I/DD.
- Tiers determined by most recent scores on the Supports Intensity Scale (SIS)

https://www.openminds.com/market-intelligence/news/iowa-medicaid-mcos-shift-i-dd-hcbs-waiverreimbursements-from-ffs-to-tiered-rates/



Organizational Initiatives





DEVELOPMENTAL DISABILITIES HEALTH CENTER (DDHC)

Denver CO

Developmental Disabilities Health Center (DDHC)

- Health home to nearly 450 children and adults with IDD.
- Integrated primary and behavioral healthcare
- Patients see both medical and behavioral providers at their initial appointment
- At subsequent appointments, behavioral health providers are called into medical appointments as necessary,
- Treatment plan reflects his or her general and behavioral health needs alike.
- Follow-up appointments with behavioral health providers can be onsite or in community
- Use an EHR system that provides them a means for communicating and coordinating care on a common platform.

Kastner TA, Walsh KK. Health care for individuals with intellectual and developmental disabilities. Int Rev Res Dev Disabil(2012) 43:1–4510.1016/B978-0-12-398261-2.00001-5



Muncie IN

MERIDIAN HEALTH SERVICES: CONEXXIONS

Conexxions

- 1400 people
- 170 staff
- All Ages
- Service Mix:
 - Individual Therapy
 - Group Therapy
 - Case Management
 - Psychiatric Services
 - Meridian MD (FQHC)
 - Behavior Management Consultation
 - Emergency Services



Worcester, MA

SEVEN HILLS

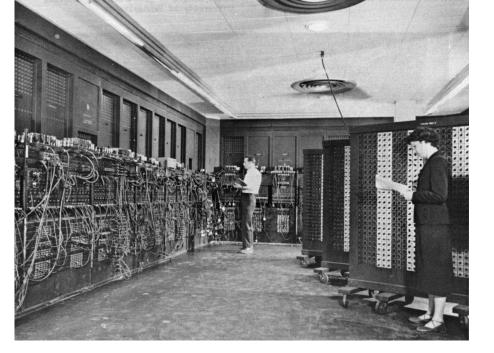


Seven Hills

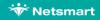
- The I/DD benchmarking program is exceptionally unique
 - Data used to determine best practices dual eligible individuals
 - Benchmarking is a real differentiator for them
- Benchmarking fosters positive and effective conversations about what they are measuring and why
- Better defined measures and outcomes for success
- Easier accreditation
- Greater informed practices
- Increased access to grant funding

<u>Read more at:</u> <u>https://www.ntst.com/success_stories/seven_hills.aspx</u>





VALUE BASED CARE: TECHNOLOGY, LEADERSHIP AND CULTURE



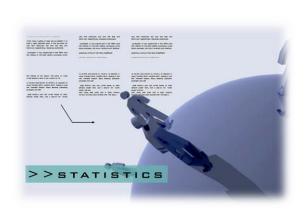
Knowledge Without Data is

Opinion





DESCRIPTIVE ANALYTICS





BENCHMARKING



Why Benchmark?

Performance is measured in all organizations Clinical, operational and financial Manage by data rather than by opinion



The Limitations of Your Performance Data

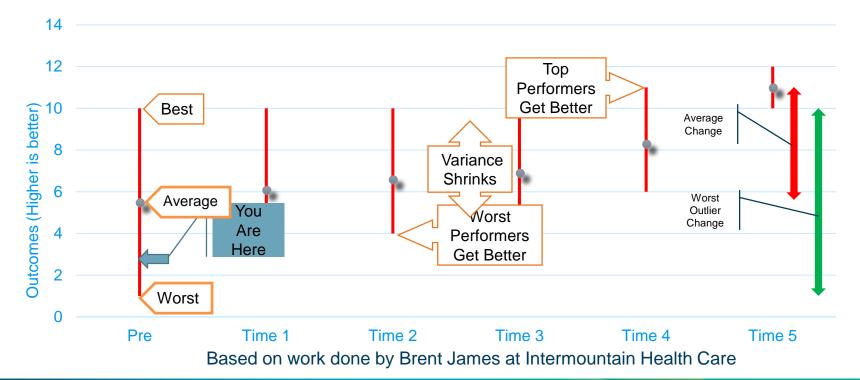
Your internal data system tells you: "Our roshot et xis 17%"

Your next question should be?

Compared to what?



Practice Based Evidence Clinical Improvement High-Low-Average





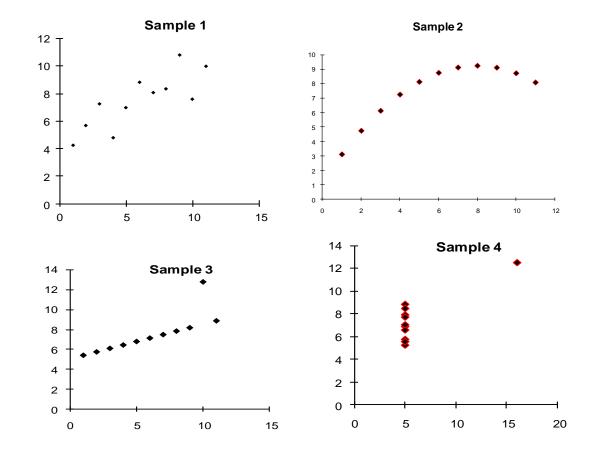
Consider these data

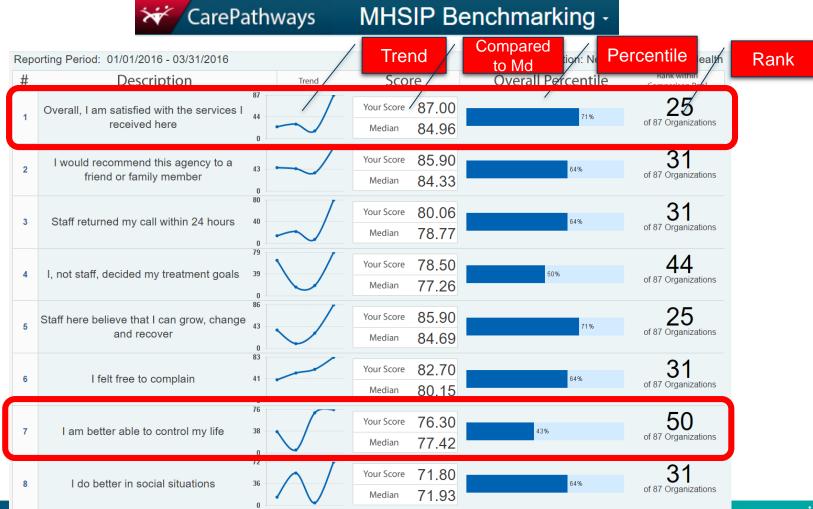
San	nple 1	Sam	ple 2	Sample 3		Sample 4	
1	4.26	1	3.1	1	5.39	16	12.5
2	5.68	2	4.74	2	5.73	5	6.89
3	7.24	3	6.13	3	6.08	5	5.25
4	4.82	4	7.26	4	6.42	5	7.91
5	6.95	5	8.14	5	6.77	5	5.76
6	8.81	6	8.77	6	7.11	5	8.84
7	8.04	7	9.14	7	7.46	5	6.58
8	8.33	8	9.26	8	7.81	5	8.47
9	10.84	9	9.13	9	8.15	5	5.56
10	7.58	10	8.74	10	12.74	5	7.71
11	9.96	11	8.1	11	8.84	5	7.04

Adapted from E.Tufte The Visual Display of Quantitative Information. Graphics Press, Cheshire, CT 1983



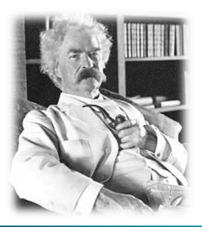
Consider how your end user absorbs information







Facts are stubborn things... but statistics are more pliable.



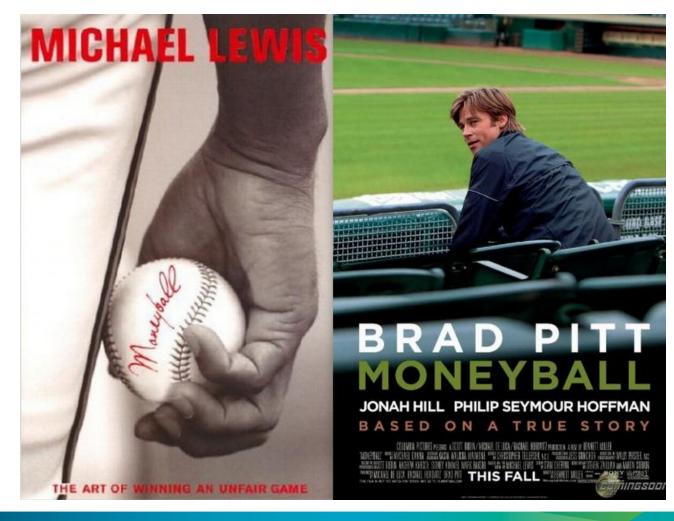
Mark Twain



PREDICTIVE ANALYTICS

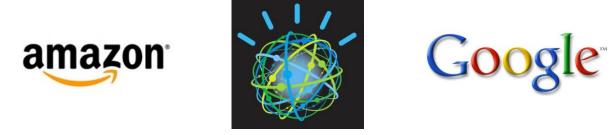


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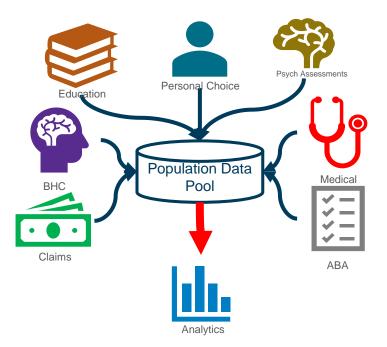
Start with Population Risk Stratification

Target a small number of population health management use cases that will produce immediate results

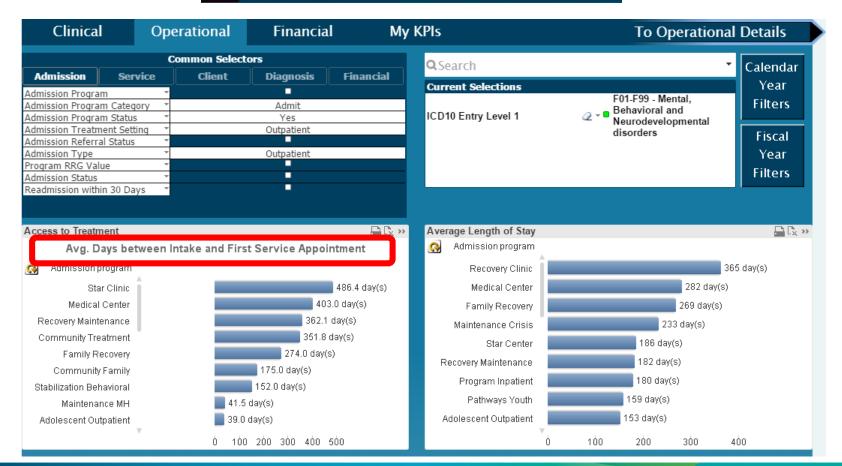
Use data from a variety of sources

Stratification can be as simple as:

Top 1% based upon number/type of conditions Top 1% based upon client cost

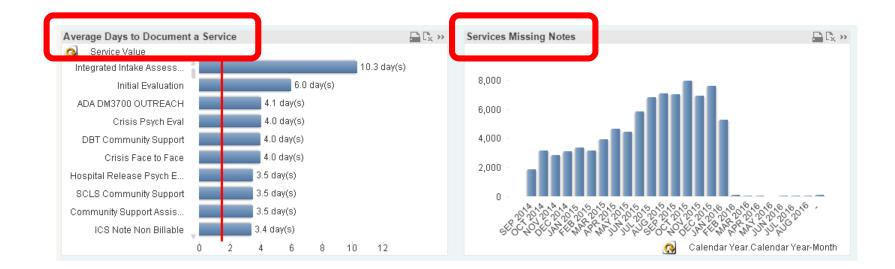


KPI Dashboards -











CarePathways KPI Dashboards -

Use condition boxes	below to compare client populations with multiple diagnoses		
		Comorbid Diagnoses	
Category 2 T	ICD10 Condition 1 -F99 - Mental, Behavioral and Neurodevelopment F70-F79 - Intellectual Disabilities	Comorbid Chart Comorbid Diagnoses Condition 1 Dia Condition 2 Dia	agnosis
Codes *		- <u>515 client(s)</u> Comorbid Con	ditions 1 & 2 Diagnosis All clients with I/DD Dx
Category 1 [•] E00- Category 2 [•] Category 3 [•] Codes [•]	ICD10 Condition 2 -E89 - Endocrine, nutritional and metabolic diseas	386 client(s)	All clients with Endocrine Dx
Category 1 Category 2 Category 2	ICD10 Condition 3	20 client(s)	All clients with Both
Category 3 * Codes *	0	ό 200 400 600	

Technology Challenges in I/DD

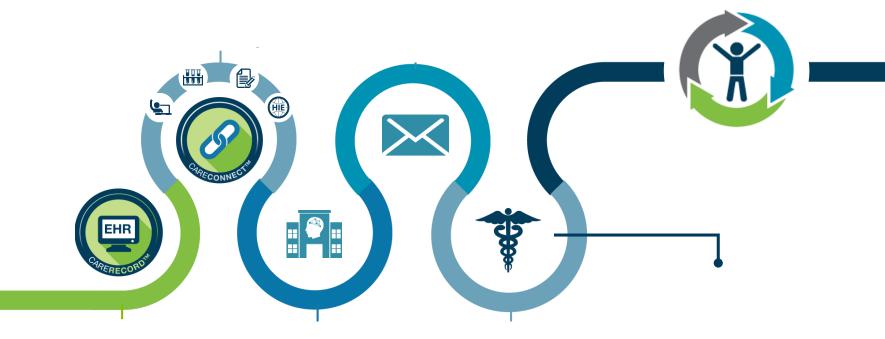
Process vs. Outcome Driven Regulations Limited Integration & Care Coordination Cost Controls Don't Focus On Value Lack Of Industry Standards & Benchmarks



Technology and Communication

- Electronic silos are everywhere
- How to facilitate e-communication?
 - Primary care Education Behavioral Health I/DD & ASD
 - "Secret sauce" is the data standards behind the scene not EHRs per se
 - Remember original ATMs?
 - · How to define social components
 - ▶ Use CCD and CCDR as the model XML specification
 - Solve the "3am problem"
 - Work with payers and regulators
- Pareto was right
 - Rigorously enforce the 80/20 rule
 - ▶ What do you do MOST of the time?

The Journey to Integrated Care Interoperability



Direct Secure Messaging Solution A Look at Some Key Capabilities

- Exchange referrals with external provider organizations
- Send and receive clinical data, lab results and treatment plans as required for integrated care models
- Incorporate external data directly into the consumer's chart utilizing the existing user workflow





Culture

"Culture is not the most important thing, it's the only thing".

Jim Sinegal, Costco co-founder



Every system is perfectly designed to get the results it gets.

Source: Earl Conway or Paul Batalden or W. Edwards Deming or Don Berwick or...

Leslie Proctor Editor's Notebook: A Quotation with a Life of Its Own. Patient Safety and Quality Healthcare July / August 2008 <u>https://www.psqh.com/analysis/editor-s-notebook-a-quotation-with-a-life-of-its-own/</u>



Conway's Law

Companies create products and services that are a reflection of themselves, the way they're organized, communicate and work.

Sam Newman 30 JUN 2014 Demystifying Conway's Law. ThoughtWorks <u>https://www.thoughtworks.com/insights/blog/demystifying-conways-law</u>



Leaders need to recognize that all experiences create culture, and their culture is either working for them or against them.

Roger Connors, CEO Partners in Leadership in Organizational Culture In The Digital Age. https://www.forbes.com/sites/shamakabani/2014/06/10/organizational-culture-in-the-digital-age/#17ca85d971df

Barriers and Challenges



Three Types of Barriers

- Financial
- Ore Coordination
- Oultural

Ervin, D. A., Williams, A., & Merrick, J. (2014). Primary Care: Mental and Behavioral Health and Persons with Intellectual and Developmental Disabilities. Frontiers in Public Health, 2, 76.



Future/Challenges

- Colorado's system of community-based supports has reached a tipping point and needs payment and funding reform
- Colorado's IDD service system is evolving from FFS to VBC
 - Colorado Accountable Care Collaboration (ACC)
 - Conflict Free Case Management (CFCM)
 - Person-Centered Care Planning
- Feds discussing ways to curb Medicaid costs
- Shrinking provider capacity



	Domain	Sub-Domain	Concern Statement
	Individual Outcomes	Work	People have support to find and maintain community integrated employment.
		Community Inclusion	People have support to participate in everyday community activities.
		Choice and Decision- Making	People make choices about their lives and are actively engaged in planning their services and supports.
		Self Determination	People have authority and are supported to direct and manage their own services.
		Relationships	People have friends and relationships.
		Satisfaction	People are satisfied with the services and supports they receive.
	Health, Welfare, and Rights	Safety	People are safe from abuse, neglect, and injury.
		Health	People secure needed health services.
		Medications	Medications are managed effectively and appropriately.
		Wellness	People are supported to maintain healthy habits.
		Respect/Rights	People receive the same respect and protections as others in the community.
	System Performance	Service Coordination	Service coordinators are accessible, responsive, and support the person's participation in service planning.
		Access	Publicly-funded services are readily available to individuals who need and qualify for them.

NCI Adult Consumer Survey Outcomes. Colorado Report 2014-2015 Data. National Core Indicators. Retrieved from https://www.nationalcoreindicators.org/upload/state-reports/2014-15 ACS Colorado Report.pdf

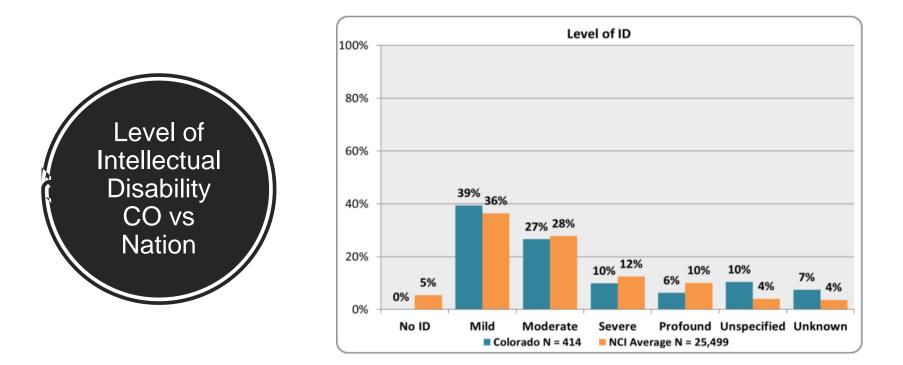
National

Core

Indicators

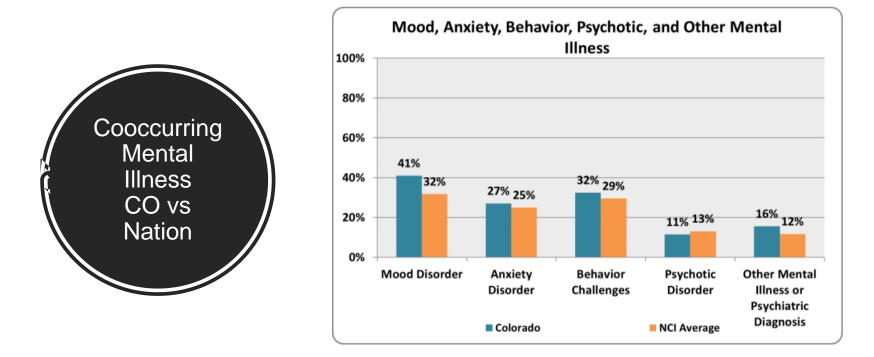
(NCI)





NCI Adult Consumer Survey Outcomes. Colorado Report 2014-2015 Data. National Core Indicators. Retrieved from https://www.nationalcoreindicators.org/upload/state-reports/2014-15_ACS_Colorado_Report.pdf





NCI Adult Consumer Survey Outcomes. Colorado Report 2014-2015 Data. National Core Indicators. Retrieved from https://www.nationalcoreindicators.org/upload/state-reports/2014-15_ACS_Colorado_Report.pdf



Empower Act – Cantwell and Portman

- Sens. Maria Cantwell, D-Wa., and Rob Portman, R-Ohio, introduced the Ensuring Medicaid Provides Opportunities for Widespread Equity, Resources and Care Act (EMPOWER Care Act)
- Renews and expands the Money Follows the Person (MFP) Demonstration Program.
- First created in 2005/Operational in 2008.
- MFP saved ~\$1 billion for Medicare and Medicaid

Flynn, M. (December 18, 2017) Empower Act Extends Funding for Care at Home. Home Health Care News. Retrieved from <u>https://homehealthcarenews.com/2017/12/empower-act-extends-funding-for-care-at-home/</u>



Common Themes for Value Based Care Initiatives

- If you've seen one, you've seen one
- Targeted Population
- Ore Coordination
- Measurement and Analytics
- Leadership
- Electronic Data Capture and Exchange

Too often we hold fast to the clichés of our forbearers.

We subject all facts to a prefabricated set of interpretations.

We enjoy the comfort of opinion without the discomfort of thought.



-John F. Kennedy



Thank You



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😽 Netsmart



YouTube TEDxBloomington http://www.youtube.com/watch?v=zQbtDaJCi0M

