

HealthPartners and the Triple Aim

IHI Open School
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HealthPartners



HealthPartners

- Not-for-profit, consumer-governed
- Integrated care and financing system
 - 12,000 employees
 - Health plan
 - 1.36 million members in Minnesota and surrounding states
 - Medical Clinics
 - 500,000 patients
 - 800 physicians
 - HealthPartners Medical Group
 - Stillwater Medical Group
 - 35 medical and surgical specialties
 - 50 locations
 - Multi-payer
 - Dental Clinics
 - 60 dentists
 - Specialties: oral surgery, orthodontics, pediatric dentistry, periodontics, prosthodontics
 - 20 locations
 - Four hospitals
 - Regions: 454-bed level 1 trauma and tertiary center
 - Lakeview: 97-bed acute care hospital, national leader in orthopedic care
 - Hudson: 25-bed critical access hospital, award-winning healing arts program
 - Westfields: 25-bed critical access hospital, regional cancer care location





Who We Are

Health is what we do. Partnership is how we do it.

Mission: Why we're here

Improve the health of our members, our patients and the community.

Vision: Where we're headed

Through our innovative solutions that improve health and offer a consistently exceptional experience at an affordable cost, we will transform health care. We will be the best and most trusted partner in health care, health promotion and health plan services in the country.

Values: How we act

PASSION • TEAMWORK • INTEGRITY • RESPECT

We live our values thru our Promises to Each Other & our Promises to Patients, Families & Members.

Strategies: What we do

PEOPLE • HEALTH • EXPERIENCE • STEWARDSHIP

We approach our work and create our work plans by focusing on four dimensions.

Results: How we will know we did it

Balanced scorecard: Reporting that tracks our progress in the four dimensions

Partners for Better Health: The long-term road map for our work in the Health, Experience and Stewardship dimensions also known as the Triple Aim.

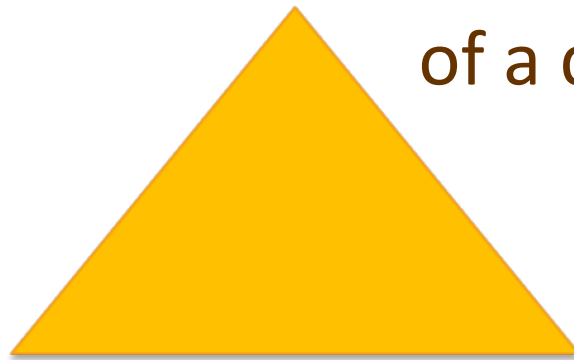


The Triple Aim

To simultaneously optimize...

The **Health**

of a defined population



The **Experience**

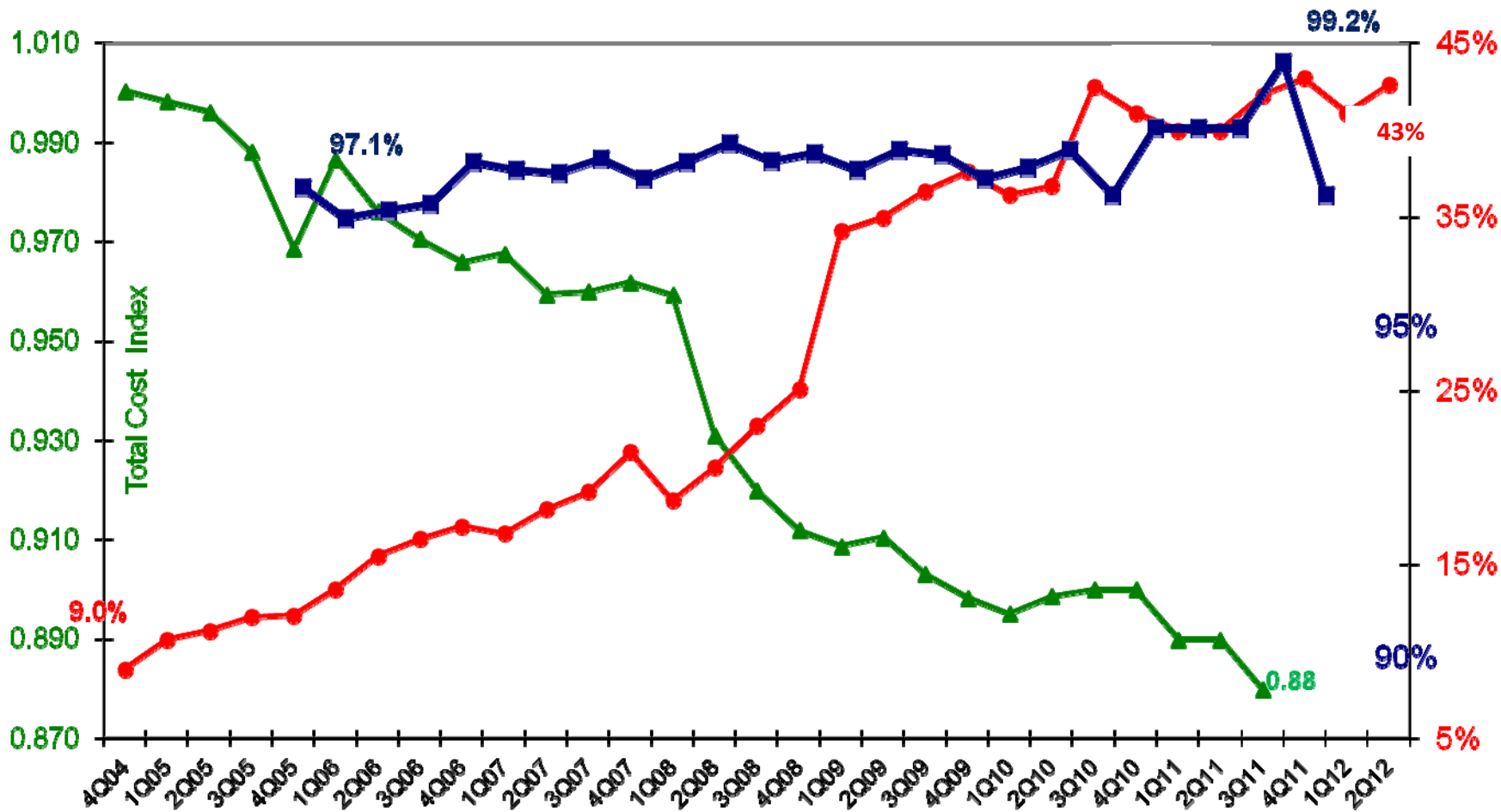
of the individual

Per capita **Cost**

for the population

TRIPLE AIM: Health-Experience-Affordability

HealthPartners Clinics



▲ Total Cost Index

(compared to statewide average)

< 1 is better than network average

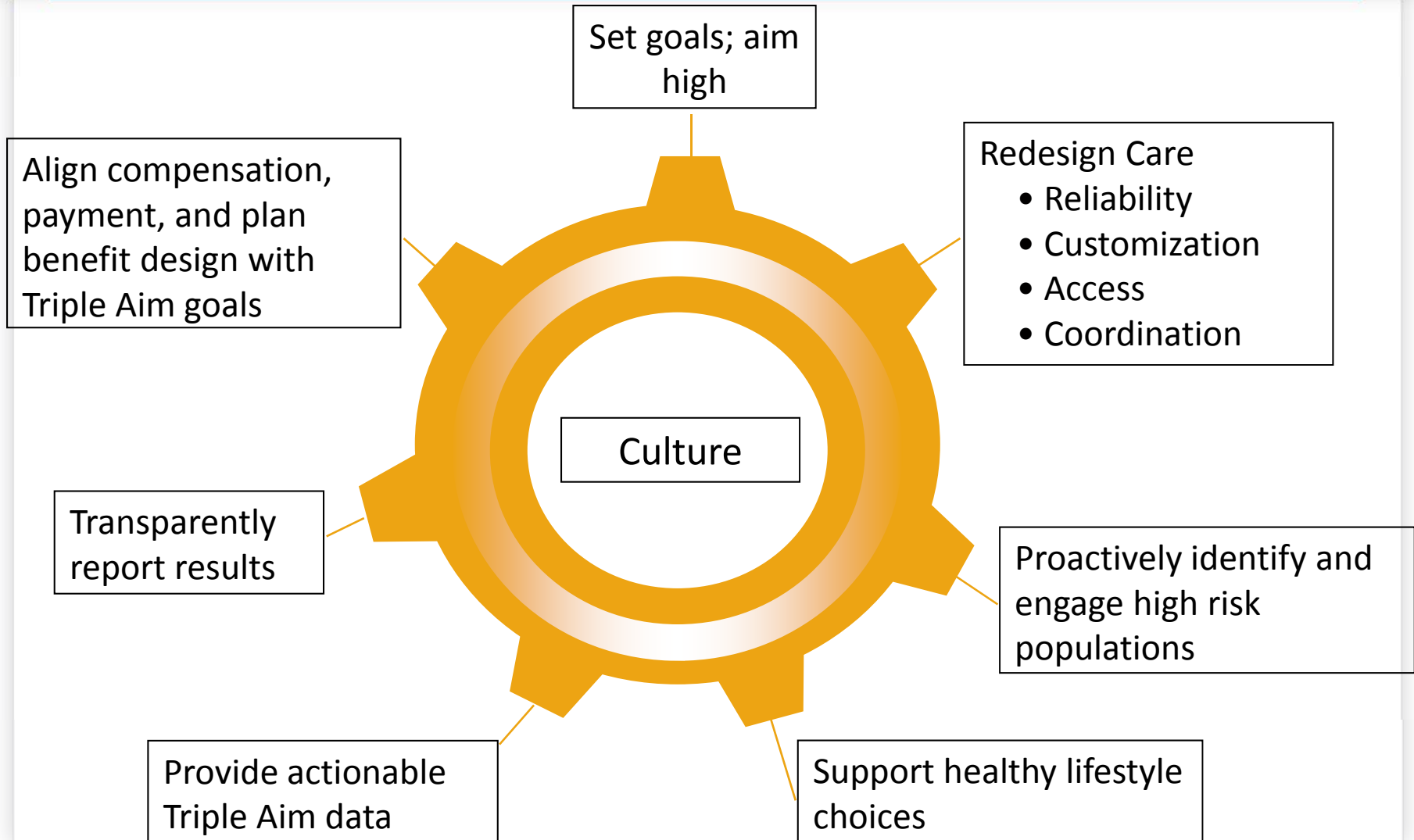
● % patients with Optimal Diabetes Control*

* controlled blood sugar, BP and cholesterol (per ICSI guideline A1c changed from < 7 to < 8 in 1Q09 and BP control changed from <130/80 to <140/90 in 3Q10), AND daily aspirin use, AND non-tobacco user

■ % patients "Would Recommend" HealthPartners Clinics



Triple Aim: Transformation Elements





Partners for Better Health Goals 2014

| Health Success | Experience Success | Affordability Success |
|---|--|--|
| <p>Improved health for our customers and community as measured by:</p> <ul style="list-style-type: none">• Better well being, more satisfied and healthy lives.• The best local and national health outcomes and the best performing health care costs in the region. | <p>Deliver an exceptional experience that customers want and deserve at an affordable cost as measured by:</p> <ul style="list-style-type: none">• The best performance on customer's willingness to recommend our clinics, hospitals and health plan to family and friends.• Feeling well-supported, respected and cared for throughout life. | <p>Lower health care costs for our customers as measured by:</p> <ul style="list-style-type: none">• Cost trends that are at or below general inflation (Consumer Price Index, a leading economic indicator).• The best performing overall health care costs in the region.• HealthPartners clinics and hospitals will be in the best 10 percent in the region in overall costs of health care. |

Achieving the Triple Aim: Culture & Care Redesign

Promises *To each other*

R
E
S
P
E
C
T

Reliable

- I will be dependable and follow through on my responsibilities.

Excellence

- I will go above and beyond to make a positive difference each day.

Show Appreciation

- I will value and acknowledge your contributions.

Positive Attitude

- I will be friendly, optimistic and helpful.

Embrace Difference

- I will honor and learn from your uniqueness and experiences.

Communicate

- I will listen, seek to understand and share information.

Teamwork

- I will support you, and together we will succeed.

Culture

- Partners with those we serve
- Patient-centered
- Embraces the triple aim
- Supports innovation
 - Team-based
 - Safety
 - Standardization



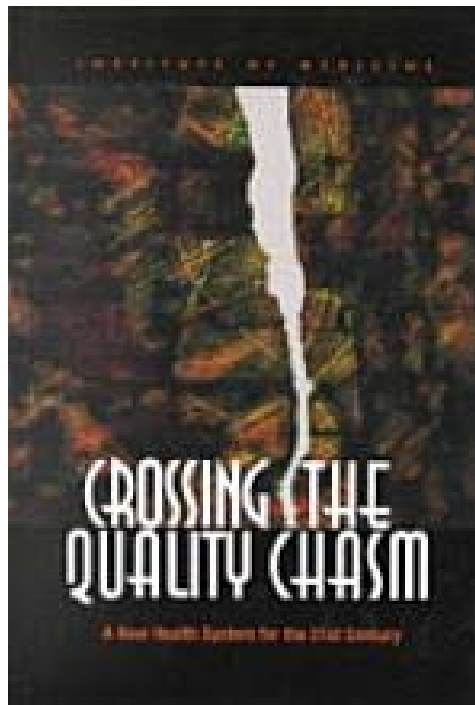
Promises *To patients, families and each other*

We promise to...

- Treat you with dignity, respect and compassion.
- Provide you with accurate and timely information.
- Actively listen and involve you as you desire in your care.
- Provide hassle-free access to the services and care you need.
- Anticipate your needs and provide continuity and coordination of your services.
- Provide you with a safe, clean and healing environment.




Our Physician Culture: 'Health is what we do, partnership is how we do it'



Escape Fire

LESSONS FOR THE FUTURE OF HEALTH CARE

Donald M. Berwick, MD, MPP
PRESIDENT AND CEO
INSTITUTE FOR HEALTHCARE IMPROVEMENT



THE COMMONWEALTH FUND

PERSPECTIVE

Zen and the Art of Physician Autonomy Maintenance

James L. Reinertsen, MD

The miracles of scientific medicine propelled physicians to an unparalleled level of clinical autonomy during the 20th century. During the past 20 years, physician autonomy has been declining, in part because the public has become aware that physicians are not consistently applying all of the science they know. One of medicine's most cherished professional values, individual clinical autonomy, is an important cause of the sometimes suboptimal performance in the timely and consistent application of clinical science; thus, it contributes to the decline in overall professional

autonomy. This paper calls for physicians to practice the science of medicine as a profession so that society will allow physicians to continue practicing the art of medicine as individual professionals. In a Zen-like paradox, physicians must give up autonomy in order to regain it.

Ann Intern Med. 2003;138:992-995.
For author affiliation, see end of text.

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HealthPartners Physician & Dentist Partnership Agreement

ORGANIZATIONAL GIVES

Involve and engage doctors

- Involve doctors in strategy, business, and marketing
- Include doctors in the development of patient centered and doctor efficient practices
- Provide opportunities for leadership training
- Promote partnership between doctors, staff, and organization
- Listen to and be influenced by doctors, assume good intentions, and foster opportunities and forums for doctors to discuss and deliberate important issues

Support a practice that works for both patients and doctors

- Be Patient Centered
- Support 6 Aims practice and remove barriers at the point of care
- Provide an environment and tools to ensure satisfying and sustainable practices
- Promote trust and accountability within teams and the medical/dental groups
- Create opportunities to educate physicians, dentists and staff about 6 Aims centered care
- Provide support for a healthy and balanced work life for doctors
- Respect physicians' and dentists' time to allow care of patients

Grow strong and sustainable clinical practice

- Recruit and retain the best people
- Market HP's multi-specialty medical and dental groups aggressively
- Provide market based, and performance linked compensation
- Acknowledge and reward contributions to patient care and the organization's goals
- Create an environment of innovation and learning
- Support teaching and research

Demonstrate accessible, accountable, responsive and empathetic leadership

- Understand the complexity of health care delivery and apply best management practices
- Seek to understand the clinical perspective
- Communicate coherently our mission, vision, direction, and strategy;
- Help us to understand the complexity of our dynamic business challenges
- Provide performance feedback communicated in the spirit of improvement and learning
- Recognize the leadership, professionalism, and contributions of doctors
- Resolve conflict with openness and empathy

PHYSICIAN & DENTIST GIVES

Be involved and engaged

- Participate in departmental and medical/dental group meetings and activities
- Engage and participate in partnership with practice teams, and with clinical and administrative colleagues
- Champion processes to improve care systems service and quality
- Provide input to strategy, marketing, and operations development
- Develop understanding of the business aspects of care delivery
- Raise issues and concerns respectfully
- Seek to understand the organizational perspective, assume good intent, and collaborate effectively
- Demonstrate ownership of your practice and clinic

Excel in clinical expertise and practice

- Be Patient Centered
- Pursue clinical practice consistent with the 6 Aims
- Advance personal and care team expertise and excellence
- Seek and implement best practices of care for patients
- Reduce unnecessary variation in care to support quality, reliability, and customized care based on patients needs
- Create innovations for care and care delivery and be open to innovations and ideas for improvement needed in our environment
- Show flexibility and openness to change

Support our multi-specialty group practice

- Demonstrate passion and commitment for your practice and our multi-specialty medical and dental group
- Collaborate within and across disciplines and partners to improve patient care
- Promote, refer and communicate with colleagues effectively
- Use resources responsibly and support care delivery systems that improve care and reduce costs effectively
- Participate in teaching and research

Be a Leader

- Demonstrate commitment to the organization's mission and vision
- Lead as a role model
- Support colleagues and partners
- Communicate respectfully and thoughtfully
- Use a problem solving approach when identifying issues
- Provide leadership to the care team and delegate effectively
- Provide recognition and feedback to other doctors and staff
- Participate in and support medical/dental group decisions
- Seek ways to continually develop leadership and influence skills



Care Design Principles

We use the following design principles to ensure our care achieves Triple Aim results.

Four Care Design Principles

Reliability

Reliable processes to systematically deliver the best care

Customization

Care is customized to individual needs and values

Access

Easy, convenient and affordable access to care and information

Coordination

Coordinated care across sites, specialties, conditions and time



Care Model Process: Visit Cycle



- Determined for each workflow:
 - What – must be done – the task
 - Where – where will the task be done
 - Who – appropriate role to complete the task
 - How – tools needed to support the task
 - When – what part of the visit

Triple Aim Results



Pursuing the Triple Aim

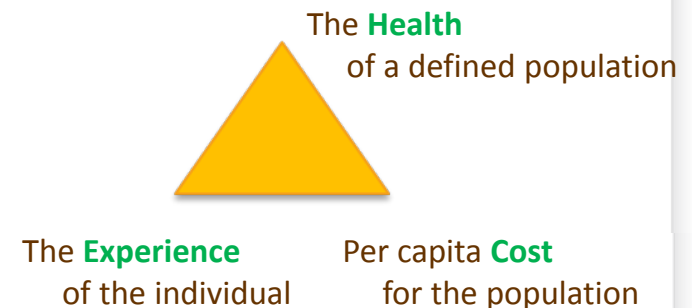
Seven Innovators Show the Way to
Better Care, Better Health,
and Lower Costs

Maureen Bisognano
Charles Kenney



Triple Aim Results

- Strong results across multiple measures
 - Highest performing medical group on Minnesota Community Measurement, 13/15 measures fully above average
- 99% of patients would recommend us
- Total cost of care ~10% below the statewide average
 - Potential to save \$2 trillion over the next decade if our best practices are spread across the nation (IHI)





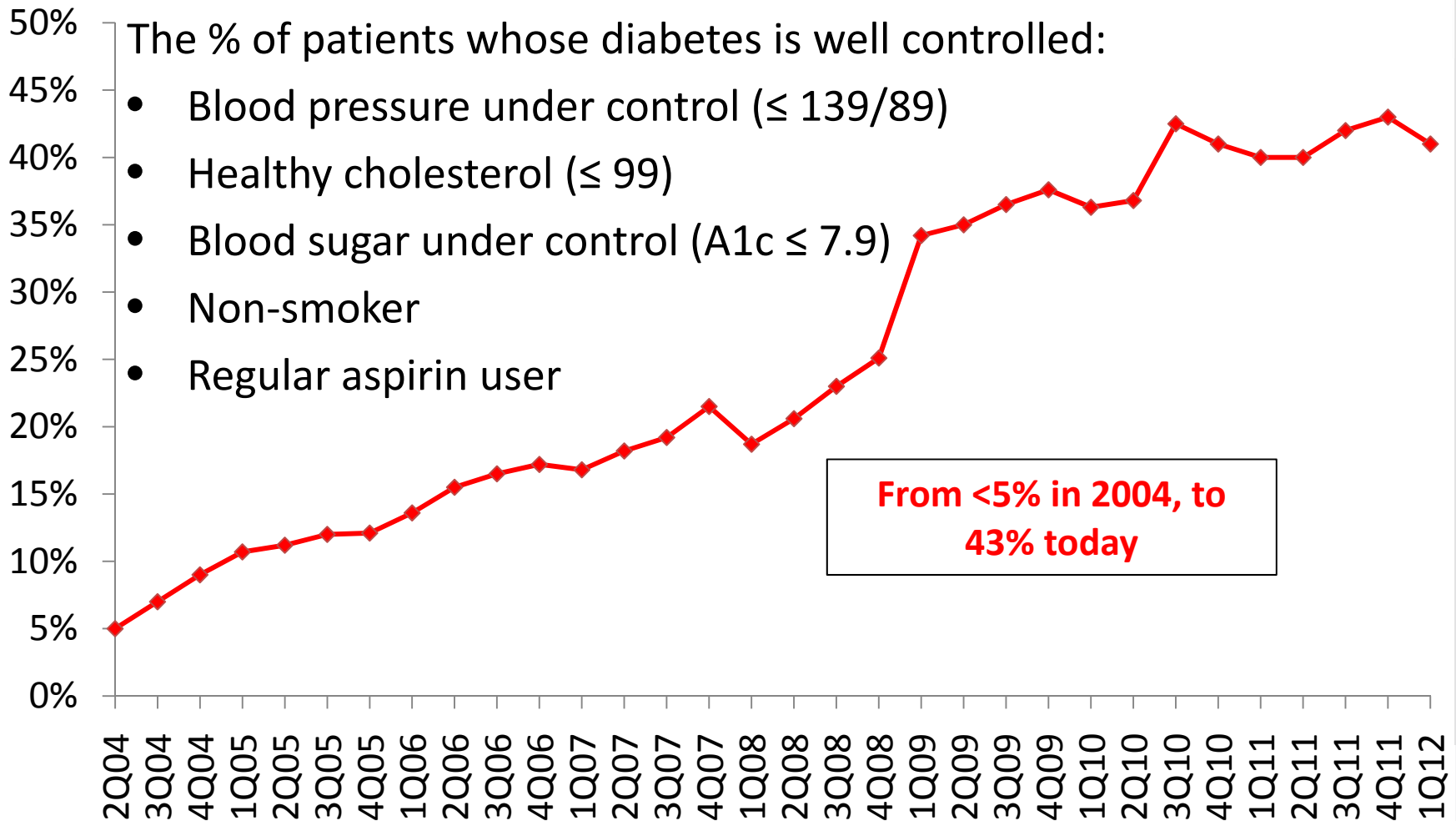
Total Cost of Care



- Includes 100% of the care provided.
- Illness burden adjusted
- Patients are 'attributed' based on where care is obtained
- NQF Endorsed



Better Health for Patients with Diabetes





Patient-Centered Care

- Proactively identify patients with diabetes
- Reach out to patients who need to come in for a visit, or need support between visits
- Every member of the care team has a role
 - Clinic Pharmacists actively engaged in care
 - Nurses trained in health coaching





Patient-Centered Care

- Decision supports in the electronic health record
- Care is customized for patients from diverse backgrounds and cultures
- Provide easy and convenient access to care
- Care provided anywhere in the system





What does this mean for patients?

- **Better health, better experience**
 - 364 fewer heart attacks
 - 68 avoided leg amputations
 - 625 prevented eye complications
 - 1,200 less visits to the ED
- **Lower costs**
 - \$18,500 saved for patients with optimally managed diabetes
- **Learnings spread to the community**
 - Statewide average now reached 37%



*Annual Results

Questions?