

# Integration of Emerging Healthcare Delivery Systems in South LA



CONVENING MEETING  
THE CALIFORNIA ENDOWMENT  
JULY 14, 2011

# Key Takeaways

1. Four current and emerging Accountable Care Organizations (ACOs) and Integrated Delivery Systems trying to respond to healthcare needs of South LA (SPA 6)
2. No current coordination between these systems' efforts
3. There is a potential to find ways to maximize the impact of the effects of these efforts if coordination is achieved
4. Four recommended ways to accomplish coordination
5. To capitalize some entity will have to take leadership role

# Today's Plan



- Describe project's goals and objectives
- Report on results of key stakeholder interviews
- Present results of potential indicators which might facilitate coordination across various systems of healthcare delivery
- Receive input from participants on best way to proceed

# OVERVIEW OF PROJECT



- **Goal**

- Improve community health and healthcare quality in South Los Angeles (South LA)

- **Objective**

- Bring current and emerging systems of care together via various integrators to create a better coordinated healthcare delivery network for South Los Angeles.
- Breakdown healthcare delivery silos

# NHF's Charge



- **Serve as lead organization to assist in development and implementation of planning effort to create a vision with measurable goals, objectives and implementation strategy for an Integrated Delivery Network (IDN) in South LA.**
- **Design and manage a process to facilitate integration of key components of various systems to support a coordinated network of care for all South LA residents.**

# NHF's Approach



- 1. Survey of key stakeholders to better understand goals and objectives of existing and emerging ACOs/integrated systems and how an IDN can best be developed and implemented**
- 2. Collecting background information on use of quality measures, HIT, financing mechanisms which could facilitate integrating networks**
- 3. Convening of key players involved in emerging and existing ACOs/integrated systems**
- 4. Creating implementation strategy for Integrated Healthcare Delivery Network**

# Key Stakeholder Survey



\*Prior to conducting the survey NHF had identified four current and emerging ACO's/integrated systems independently seeking to respond to the challenges of healthcare reform.

- Surveys were conducted with 36 healthcare leaders in South LA to
  - better understand their view of strategies for responding to healthcare reform
  - obtain their views on the importance of "integrating" across potential competing systems in South LA
- The following are the key themes which emerged from the survey

# Existing/Emerging Integrated Delivery Systems Identified

## 1. South LA Safety Net ACO

- ✦ Predicated on hope that CMS will come out with Safety Net ACO guidelines. Follows HMA model

## 2. Regional Safety Net Accountable Care Network (ACN)

- ✦ Funded by partners but making efforts to qualify as ACO. Led by COPE Health Solutions

## 3. Anthem Blue Cross and HealthCare Partners ACO

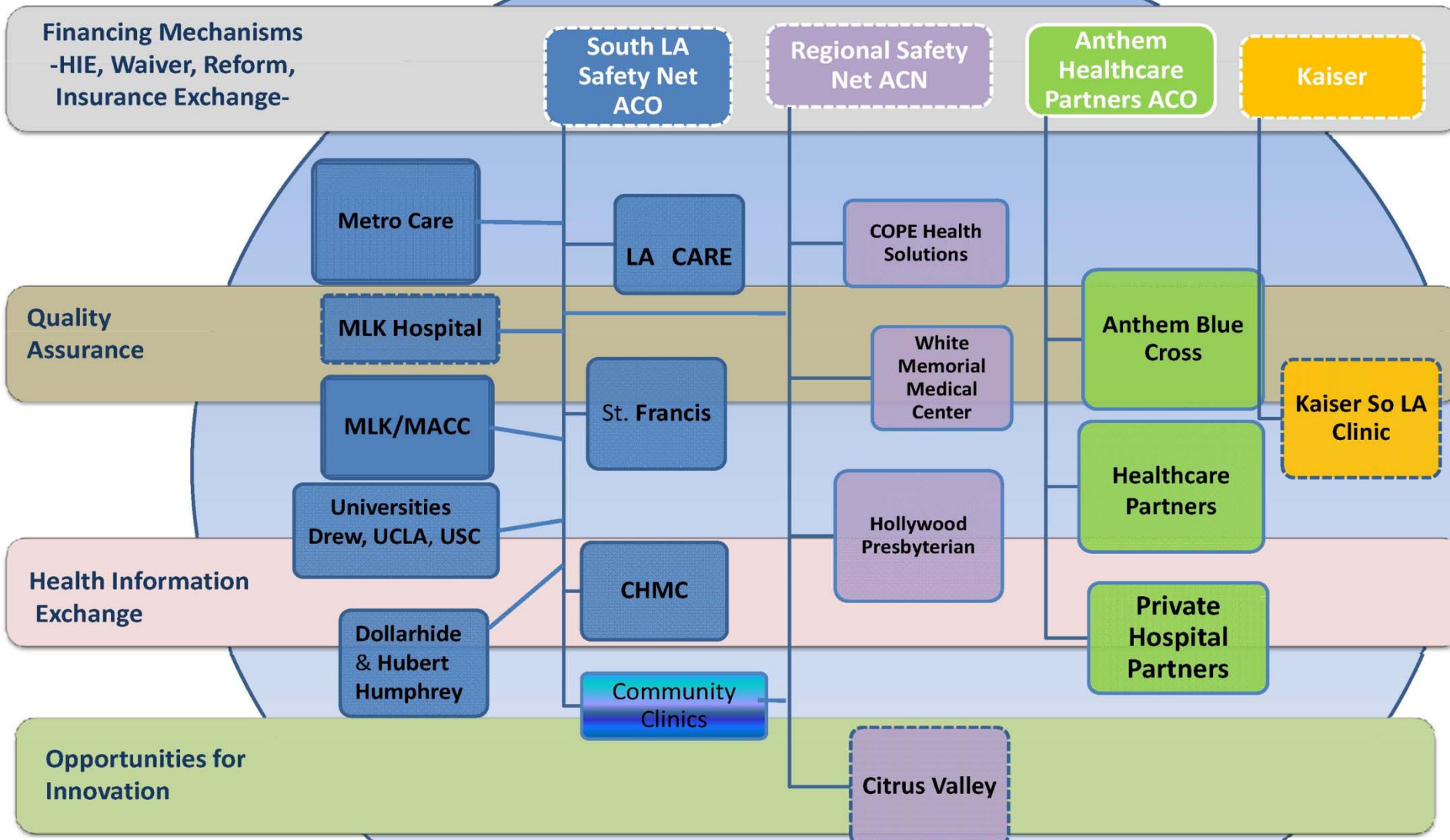
- ✦ Pilot project ACO led by Brookings/Dartmouth Institute
- ✦ Targets Medicare population

## 4. Kaiser Permanente

- ✦ Serves largest percentage of patients out of 4 identified systems

# South LA IDN

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Prepared by National Health Foundation



# 1. Integrated Delivery Networks, ACOs and essential components are perceived differently among stakeholders- *things to consider in developing an IDN for South LA*

1. Need additional players
2. Confusion over what population ACO can serve
3. No known plan to horizontally integrate ACOs and integrated systems
4. Reimbursement is essential in ensuring sustainability
5. Medical homes should lie with primary physicians and FQHCs
6. Physician championship is lacking
7. Healthcare workforce may not be adequate
8. Substance abuse and mental health needed
9. Integrated Delivery System or ACO governance, operations and financing a challenge
10. MLK is critical but role unknown
11. Various levels of measurement of success
12. Many perceived barriers

## 2. Measuring quality with a standard set of metrics is imperative for improving quality and driving cost of care down in South LA

- Quality metrics do not need to be reinvented
- Creation of a communitywide scorecard incorporating both clinical and behaviors indicators highly recommended

*“ We need a formalized way of measuring community health since care has been so fragmented and uncoordinated. First thing we need is to come up with a standardized matrix of measurement.”*

# 3. Electronic Health Records and Health Information Exchange are Essential

- HIE and EHR essential for integrating healthcare delivery
- All stakeholders at different stages of adoption of EHR with hospitals ahead
- Concern expressed over LANES powered by WHIN platform. Patient data not queriable.

*“ We are trying to keep an eye on health IT. Clinics are finally doing something for themselves. We would be missing the boat if we do not think about implementing a structure for all parties. The structure between the public and private are important and we need to track the patient through the whole system.”*

## 4. Healthcare Reform and the Waiver Present Opportunity for South LA

- Waiver will prepare South LA for implementation of reform
- In 2014, estimated 150,000-279,000 will be eligible for coverage in South LA through Medi-Cal or the exchange

*“Health Care Reform is a lot like Disneyland. There is great promise until you wait all day for one ride.”*

## 5. There is a lack of leadership around integrating care in South Los Angeles

- Need for non-stakeholder leadership to incentivize and lead process to facilitate integrating systems in South LA
- The California Endowment (TCE) was recommended repeatedly as such a leader to mobilize both key stakeholders in South LA and other foundations

*“ You need a big dog to get people to the table. TCE could make this happen. TCE has established themselves as caring for the community. I think they have the structure to make it work. The challenge is to get everyone to work together and TCE could be the force and teeth behind that happening.”*

# Fostering Integration



Given survey findings, NHF asked consultants (PWC) to develop in-depth background reports on the four areas which were identified as likely candidates for fostering integration across the various existing and emerging systems.

1. **Financing Mechanisms**
2. **Quality Assurance**
3. **Health Information Exchange**
4. **Opportunities for Innovation**

# Quality Assurance & Health Outcomes

## Key Findings



- South LA hospitals perform below national average on mortality, readmission and patient satisfaction
- Quality reporting linked to process improvement
- South LA organizations devoted to quality improvement however little progress
- No systematic reporting from physicians or clinics
- Lack of cohesive quality reporting

# Quality Assurance & Health Outcomes Consultant Recommendation



- Create a region wide quality scorecard in order to:
  - Measure/track providers' and systems' adherence to professionally adopted standards of care and evidence based medicine
  - Measure overall effects of care being provided on population served
- Scorecard organized into seven parts:
  - Community, Preventive, Chronic, Acute, Inpatient, Home Health, Infrastructure & Resources
- Use already collected data:

Agency for Healthcare Research & Quality	American Health Quality Association
California Association of Physician Groups	Ca Cooperative Healthcare Reporting Initiative
California Health Care Coalition	California Quality Collaborative
Health Services Advisory Group	National Committee for Quality Assurance

# Health Information Exchange

## Key Findings



- Hospitals more mature than community clinics and MDs in Electronic Health Records (EHR) adoption
- Wider vendor variation amongst clinics and MDs
- Los Angeles Network for Enhanced Services (LANES) powered by Western Health Information Network (WHIN) has presence/support within South LA but has limitations
  - Lack of funding
  - Infrastructure
  - Build on demand model
  - Limited experience with large scale models for EHR
- Current HIE efforts may be insufficient to provide contextualized patient data, exchanged between systems in a reasonable time frame

# Health Information Exchange

## Consultant Recommendation



- **Layer HIE technology over WHIN infrastructure**
  - Portal and query capabilities for clinicians
- **WHIN provide backbone**
  - Power enterprise master patient index
  - Host universal data store for participating facilities
- **HIE vendor selection should be agreed upon by all stakeholders**

# Financing Mechanisms

## Key Findings



### ● Governmental Support

- State Section 1115 Waiver (present - 2014)
  - ✦ Low Income Health Program, Delivery System Reform Incentive Pool, Safety Net Care Pools
- Affordable Care Act (2014)
  - ✦ CMS Innovation Center, Payment demonstration projects, Planning grants for health homes for chronically ill, Prevention and Public Health Fund Community Health Center Fund

### ● Foundation Support

- Local
  - ✦ TCE, LA Care Community Health Investment Fund, CCF (Centinela Medical Funds Grant), QueensCare, Ralph M Parsons, UniHealth, Weingart
- Statewide
  - ✦ Blue Shield of California Foundation, Kaiser Community Benefit, CHCF, TCWF, Community Clinic Initiative
- National
  - ✦ Commonwealth Fund, RWJF

# Financing Mechanisms

## Consultant Recommendations



- Encourage individual stakeholders to come together to collaborate, apply for funding and develop initiatives to improve care delivery in community in regards to Quality and Health IT
- Form a coordinated effort by multiple funding entities to achieve greatest impact on healthcare integration

# EMERGING OPPORTUNITIES



- How can stakeholders use this information to come together around integrators to promote an integrated network of care in South Los Angeles to improve overall community health and healthcare quality?
- Community stakeholders voice is necessary to determine next steps

# NEXT STEPS



- **Creation of implementation plan for Integrated Healthcare Delivery Network**
  - Merge Findings of Interviews, Background Analysis and Work Groups to make further recommendation to TCE
  - Report out on findings and next steps
  
- **How to keep connected**
  - Website
    - ✦ Reports/Presentations
    - ✦ Meeting Dates
    - ✦ Ability to ask questions

# THANK YOU



For additional information please visit the project website

<http://www.nhfca.org/slaidn/>