

## Integrative Models and Performance



Companion to Jonas & Kovner's Health Care Delivery in the United States, Chapter 10, "Integrative Models and Performance"

### PHC 4630

Understanding U.S. Healthcare

## Presentation Objectives

- Describe common models for organizing health care delivery
- Identify common attributes by which organizations achieve higher performance
- Understand ways that organized delivery systems improve care
- Discuss how payment and other policy choices influence organizations

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## Barriers to Optimal Care

- Complex
- Fragmented

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## History of Integrated Healthcare Models

- Health spending was 4% of U.S. gross domestic product in 1929
- Committee on the Costs of Medical Care
  - “Organized as to maintain high standards”
  - “Retain the personal relations between patients and physicians”

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## Benefits of Integration

- Better design programs to meet needs of a population
- Multiple paths to integrating care
  - Focus on particular conditions or care episodes (e.g., diabetes, cancer, cardiac surgery)
  - Owning hospitals and co-locating services in medical centers
  - Integrating inpatient and outpatient care

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## Core Values of High-Performance

- Patient welfare
- Professional pride
- Shared responsibility for quality and outcomes
- Collaborative approach to care
- Patient care on an equal footing with finance and operations
- Clear goals & strategic vision

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## Solutions to Challenges

- Provider Models
  - Patient centered medical homes
  - Accountable Care Organizations
  - Integrated health system examples
- Care models
  - Chronic care model / Chronic condition self-care
  - Team-based medical practice
  - Health navigators
- Improved financial incentives

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## Patient-Centered Medical Homes

1. Patient-centered
2. Comprehensive care
3. Coordinated care
4. Superb access to care
5. Systems-based approach to quality and safety

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## Accountable Care Organizations

- Medicare
- Hospital Value-Based Purchasing program (VBP)
- Financial incentives for:
  - Quality
  - Controlling costs

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## Top Ten Integrated Delivery Systems

- Advocate Health Care
  - Oak Brook, IL
- Cape Cod Healthcare
  - Hyannis, MA
- CareGroup Healthcare
  - Boston, MA
- Kettering Health Network
  - Dayton, OH
- Maury Regional Healthcare
  - Columbia TN
- Mayo Foundation
  - Rochester, MN
- NorthShore University HealthSystem
  - Evanston, IL
- OhioHealth
  - Columbus, OH
- Partners HealthCare System
  - Boston, MA
- Spectrum Health
  - Grand Rapids, MI

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## Attributes of an Ideal Health Care Delivery System

1. Easy access to appropriate care
2. Information continuity
3. Care coordination and transitions
4. Peer review and teamwork
5. Continuous innovation
6. System accountability

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## IDS Case Studies

GEISINGER



PARTNERS  
HEALTHCARE



KAISER PERMANENTE



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## Geisinger Health System

- Non-profit
- Geisinger Health Plan
- Salaried physicians
- ProvenHealth Navigator
  - Case management
  - Care systems
  - Information management
  - Funding/compensation arrangements

<http://www.commonwealthfund.org/Publications/Case-Studies/2009/Jun/Geisinger-Health-System-Achieving-the-Potential-of-System-Integration.aspx>

Giffillan, R. J., Tomcavage, J., Rosenthal, M. B., Davis, D. E., Graham, J., Roy, J. A., ... & Steele Jr, G. D. (2010). Value and the medical home: effects of transformed primary care. *The American journal of managed care*, 16(8), 607-614.

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## Mayo Clinic

- Oldest integrated health system
- No health plan
- Physician-led operations
  - Salaried physicians
  - Expert developed clinical protocols
  - Each patient assigned coordinating physician
- EHR with more than 6 million records on patients treated since 1907

[http://www.commonwealthfund.org/~media/Files/Publications/Case%20Study/2009/Aug/1306\\_McCarthy\\_Mayo\\_case%20study.pdf](http://www.commonwealthfund.org/~media/Files/Publications/Case%20Study/2009/Aug/1306_McCarthy_Mayo_case%20study.pdf)

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## Partner HealthCare System

- Loosely integrated delivery system
- No health plan
- Not-for-profit
- Pay for performance
- Regional Service Organizations
  - Care coordination
  - Share financial risk

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## Community Care of North Carolina

- State – public
  - Health and social service departments
- Networks - private
  - Hospitals, primary care physicians
  - State provision
- Funding
- Case Management
- Technical support for quality improvement and care provision

<http://www.commonwealthfund.org/Publications/Case-Studies/2009/Jun/Kaiser-Permanente.aspx>

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## Kaiser Permanente

- Fully integrated delivery system
- Health plans
- Salaried multispecialty group practices provide care to plan members only
- KP HealthConnect that links its facilities nationwide
- Incentive pool with rewards quality and service goals

[http://www.commonwealthfund.org/~media/Files/Publications/Case%20Study/2009/Jun/1278\\_McCarthy\\_Kaiser\\_case\\_study\\_624\\_update.pdf](http://www.commonwealthfund.org/~media/Files/Publications/Case%20Study/2009/Jun/1278_McCarthy_Kaiser_case_study_624_update.pdf)

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## Care Models

- Chronic care model
- Chronic condition self-care
- Team-based medical practice
- Health navigators

Pruitt, Z., & Sportsman, S. (2013). The Presence and Roles of Nurse Navigators in Acute Care Hospitals. *Journal of Nursing Administration*, 43(11), 592-596.

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## Incentive Alignment

- Policy changes
  - Prospective payment
  - Capitation
  - Pay-for-performance
- Bundled payments
- Examples
  - Patient centered medical homes
  - Accountable Care Organizations

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## Conclusion

- Greater integration (less fragmentation) improves the quality and efficiency of care
- Patient-centered medical homes is a model of health care delivery where ongoing relationship with a physician who coordinates all of the patient's various forms of care
- Top performing integrated health systems exhibit many ideal attributes
- Aligning incentives improves quality and efficiency

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