Projecting Health Care Workforce Needs in an Era of Practice and Technological Change

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HealthPartners

- **Not-for-profit, consumer-governed**
- **Integrated care and financing system**
  - A team of 21,000 people
  - Health plan
    - 1.4 million health and dental members in Minnesota and surrounding states

- **Medical Clinics**
  - 1 million patients
  - 1,700 physicians
    - HealthPartners Medical Group
    - Stillwater Medical Group
    - Park Nicollet Health Services
  - 35 medical and surgical specialties
  - 40 primary care locations
  - Multi-payer

- **Dental Clinics**
  - 60 dentists
  - Specialties: oral surgery, orthodontics, pediatric dentistry, periodontics, prosthodontics
  - 20 locations

- **Six 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
  - Methodist: 426-bed acute care hospital, featuring the Jane Brattain Breast Center
  - St. Francis: 86-bed community hospital
• Highly competitive large group practice model for over 50 years
• ICSI Clinical Quality Collaborative for over 20 years
• Provider tiering for over 15 years
• Minnesota Community Measurement quality reporting for over 10 years
  – Soon to add patient satisfaction and total cost of care reporting
• Total cost of care payment models in force for 4 years
• Adopted/adapted retail and online clinics
...but coming soon to a market near you

- In other forms, everything listed on the previous slide is unfolding on much tighter timelines across the country
- HealthPartners and others are now doing consulting work across the country to help others adopt the changes I will describe
- A number of these innovations don’t depend on local acceptance by providers – they are disruptive
- We know of others working on disruptive innovations
- Transparency is a remarkably effective accelerant
Primary Care Vision

- Care is *patient and family centered* where *patients will choose from options for access*
- Care is *team based*
- Care is *coordinated*
- We offer *an exceptional work/life balance for providers and staff*
- We provide *better health and experience outcomes at a lower cost* that are national benchmarks
Throughout our system we develop consistent approaches to deliver reliable, standardized care focused on the patient:

- Evidence-based
- Decision support in electronic medical record
- Processes are standardized
- Defined roles and responsibilities
- Every member of the care team contributes to their maximum potential
- Waste and rework eliminated
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

We intend to extend this to disrupt both up and down the care continuum to include a considerable list of -ologists and -iatrists.
Linked RN Visit

**Patient and Nurse:**
- Pre-Assessment
- Initial history

**Patient and Physician:**
- Diagnosis
- Care Plan

**Patient and Nurse:**
- Close the loop
- Action Plan
First we standardize to the science; then we customize care to individual patient preferences and values and unique individual characteristics.
Improving cost, experience and care while reducing MD time

• **Breast Cancer Screening**
  – While improving overall rate, drove 62% drop in disparities
  – no MD time

• **Medication Therapy Management**
  – 9 collaborative practice agreements, scalable model
  – Improved disease control substantially, reduced TCOC
  – Reduced MD time

• **Depression Care**
  – FP, Psych, trained care manager collaborative model
  – Dramatic increase PHQ-9, reduced MD time
  – CMS grant to spread this model to multiple states
We design ways to make care and information

- More convenient
- Easy to access; and
- Affordable
virtuwell™ at a Glance

• Available around the clock – 24/7/365
• Custom treatment plan with prevention advice
• A simple $40 price, insurance accepted
• Money-back guarantee
• Free and easy triage if higher level of care needed
• Free 24/7/365 follow-up care
• Ability to connect with a nurse practitioner anytime
• 99% would highly recommend
Care Design Principles

Reliability  Customization  Access  Coordination

We coordinate care across sites, specialties, conditions and time
Is our care coordinated?
Driving reduced cost – less MD time

• Care Plans for Chronic Opiate Use
  – 50 patients pre and post analysis, $500K lower TCOC in 6 months driven by dramatic decrease in ER and Hospital use. Less net MD and care team time
  – Spread to our full population

• Low risk chest pain protocol in ER
  – Eliminated 300 hospitalizations in one year
  – Less MD and support staff time
Reducing Readmissions

Reduce readmissions through collaboration of our hospital, clinics, care management and pharmacy services:

- Identify high risk patients
- Create care plans and implement health coaching
- Participate in medication “boot camp”
- Schedule orders for follow-up clinic appointment
- Coordinate care with home care and other resources
- Simplify patient discharge instructions
- Engage patients in “teach back” methods
- Call patients post discharge

![Readmission Rate - 30 day all cause](chart)

Q1 2009, Q2 2009, Q3 2009, Q4 2009, Q1 2010, Q2 2010, Q3 2010, Q4 2010, Q1 2011, Q2 2011, Q3 2011, Q4 2011, Q1 2012, Q2 2012, Q3 2012
Inpatient admissions

Acute Inpatient Admissions/1000

2009 2010 2011 2012
Workforce impact

• Since starting this work in 2005 we have
  – Had <1% fee schedule increase each year
  – Had positive direct margin in primary care for the last 5 years
  – Significantly increased visit number
  – Decreased number of primary care physicians
  – Decreased physician staff ratio
  – Increased physician salary
  – Increased physician productivity
  – Decreased physician time working by 30 min/day
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<tr>
<th>Measure</th>
<th>HealthPartners Clinics 15 out of 19</th>
<th>Entira Family Clinics 12 out of 19</th>
<th>Fairview Health Services 11 out of 19</th>
<th>Health East Clinics 10 out of 19</th>
<th>Park Nicollet Health Services 10 out of 19</th>
<th>Quello Clinic 10 out of 19</th>
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● = Medical Group rate and CI fully above average
Blank = measure reported but rate was average or below average
AMGA Correlation with Overall Satisfaction

Dimension Percentile Ranking

2005

AMGA Physician Satisfaction Survey 2005

Leadership

Quality

Compensation

Time Working

Adn Patient

Staff

Resources

Compensation

Computers

Preauthorization

Colleagues
Thank You and Questions?