

Engaging Hospitals in Population Health Improvement

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The Center's Purpose

The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce



Flex Technical Assistance Grant



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"All organizations are perfectly designed to get the results they are now getting. If we want different results, we must change the way we do things."

(Tom Northup)



Historic Health System Results



- High cost
- Low quality
- High chronic illness
- Low access

My Mom & Grandson



It's Changing!

- Better Care
- Smarter Spending
- Healthier People



Source: [Centers for Medicare and Medicaid Services \(CMS\)](#)



The Premise

Finance

- Government
- Private payers

Function

- Cost & population management
- Risk management

Form

- Aligned organizations managing populations
- High quality & value
- Care coordination

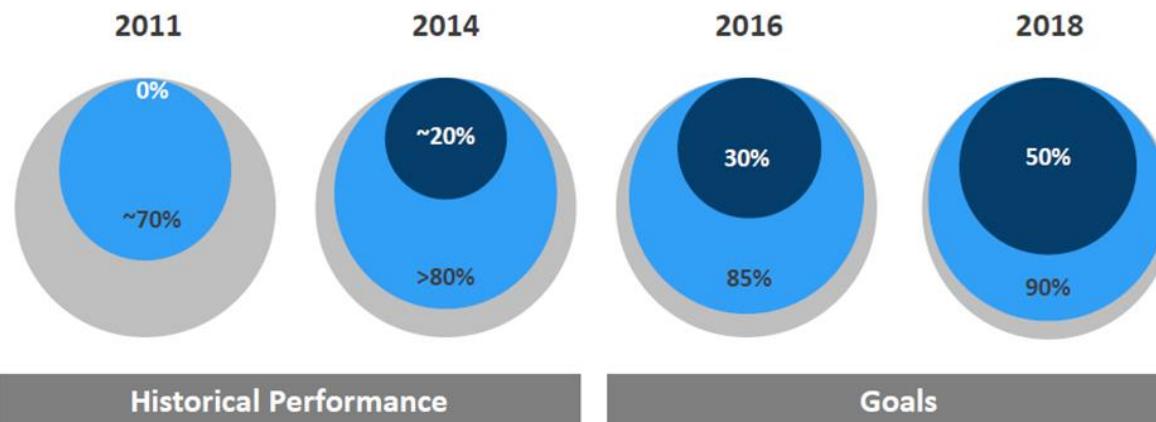


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Alternative Payment Models are Taking Shape

Target percentage of payments in 'FFS linked to quality' and 'alternative payment models' by 2016 and 2018

- Alternative payment models (Categories 3-4)
- FFS linked to quality (Categories 2-4)
- All Medicare FFS (Categories 1-4)



Timeline of Progress

HHS/CMS will achieve Goal 1 through alternative payment models where providers are accountable for both cost and quality

Major APM Categories	2014	2015	2016	2017	2018
Accountable Care Organizations		Medicare Shared Savings Program ACO*			
		Pioneer ACO*			
			Comprehensive ESRD Care Model		
				Next Generation ACO	
Bundled Payments		Bundled Payment for Care Improvement*			
			Comprehensive Care for Joint Replacement		
				Oncology Care	
Advanced Primary Care		Comprehensive Primary Care*			
		Multi-payer Advanced Primary Care Practice*			
Other Models		Maryland All-Payer Hospital Payments*			
		ESRD Prospective Payment System*			

Model completion or expansion

CMS will continue to test new models and will identify opportunities to expand existing models



* MSSP started in 2012, Pioneer started in 2012, BPCI started in 2013, CPC started in 2012, MAPCP started in 2011, Maryland All Payer started in 2014 ESRD PPS started in 2011

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Accountable Care Organizations (ACOs)

- A mechanism to monetize value by increasing quality and reducing cost
- A group of health care providers that takes responsibility for the cost and quality of care for a group of patients or individuals



Rural ACO Recommendations

1. Set up a Care Coordination Program
2. Perform Annual Wellness Visits
3. Provide Integrated Behavioral Health
4. Improve Hierarchical Conditioning Coding
5. Improve Process & Pre-Visit Planning

Source: National Rural Accountable Care Consortium



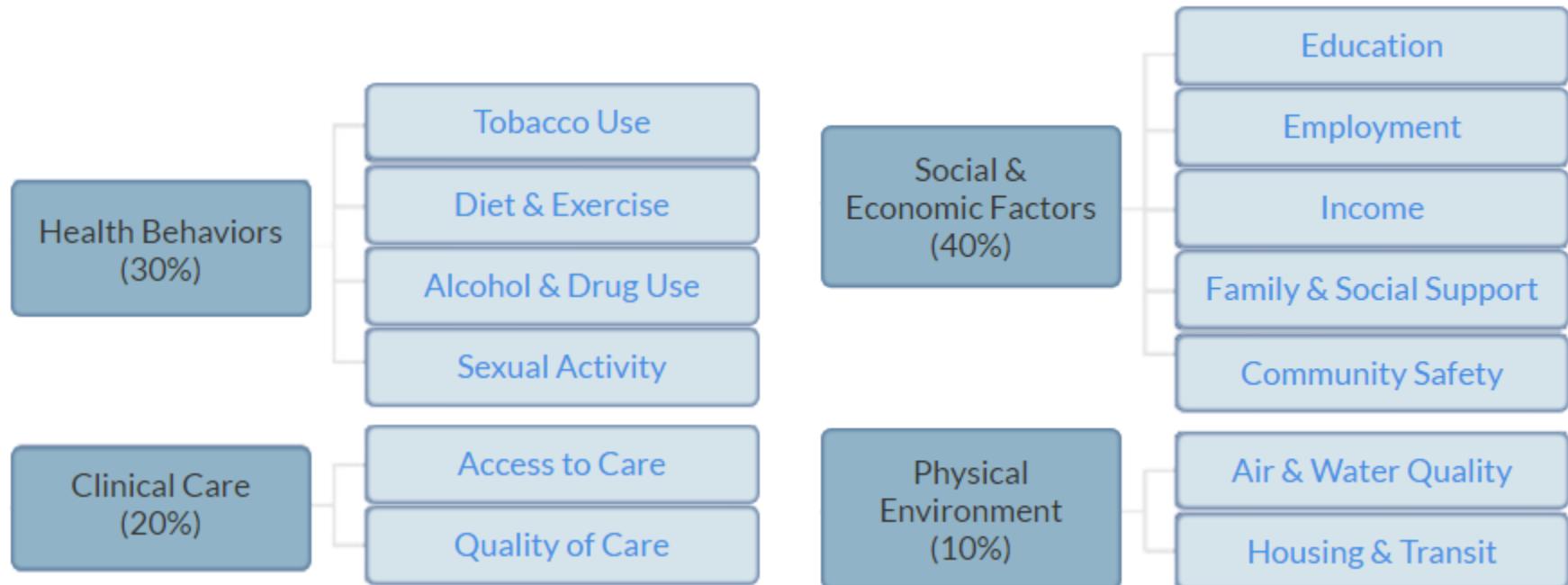
Social Determinants of Health

The conditions and circumstances in which people are born, grow, live, work, and age. These circumstances are **shaped by** a set of forces beyond the control of the individual: economics and the **distribution of money, power, social policies, and politics** at the global, national, state, and local levels.

Adapted from the World Health Organization (WHO) and Centers for Disease Control (CDC)



Population Health has Many Determinants



Source: [County Health Rankings: What Works for Health](#)

Tip of the Societal Disparities Iceberg



Population Health has Many Partners



The Challenge: Crossing the Shaky Bridge



Source: [Flickr](#)



The Destination

A health system that links health care with community stakeholders to create a network of organizations working together to improve population health



Rural Hospitals Have a Vital Role to Play

- Strong community and patient relationships
 - Local workforce
 - Strong economic presence
- Integration of services
 - Increased telemedicine
 - Partnerships with other local providers
- Federal financial assistance
 - Critical access hospital status
 - Graduate medical training for residents



Source: [*The Role of Small and Rural Hospitals and Care Systems in Effective Population Health Partnerships, 2013*](#)

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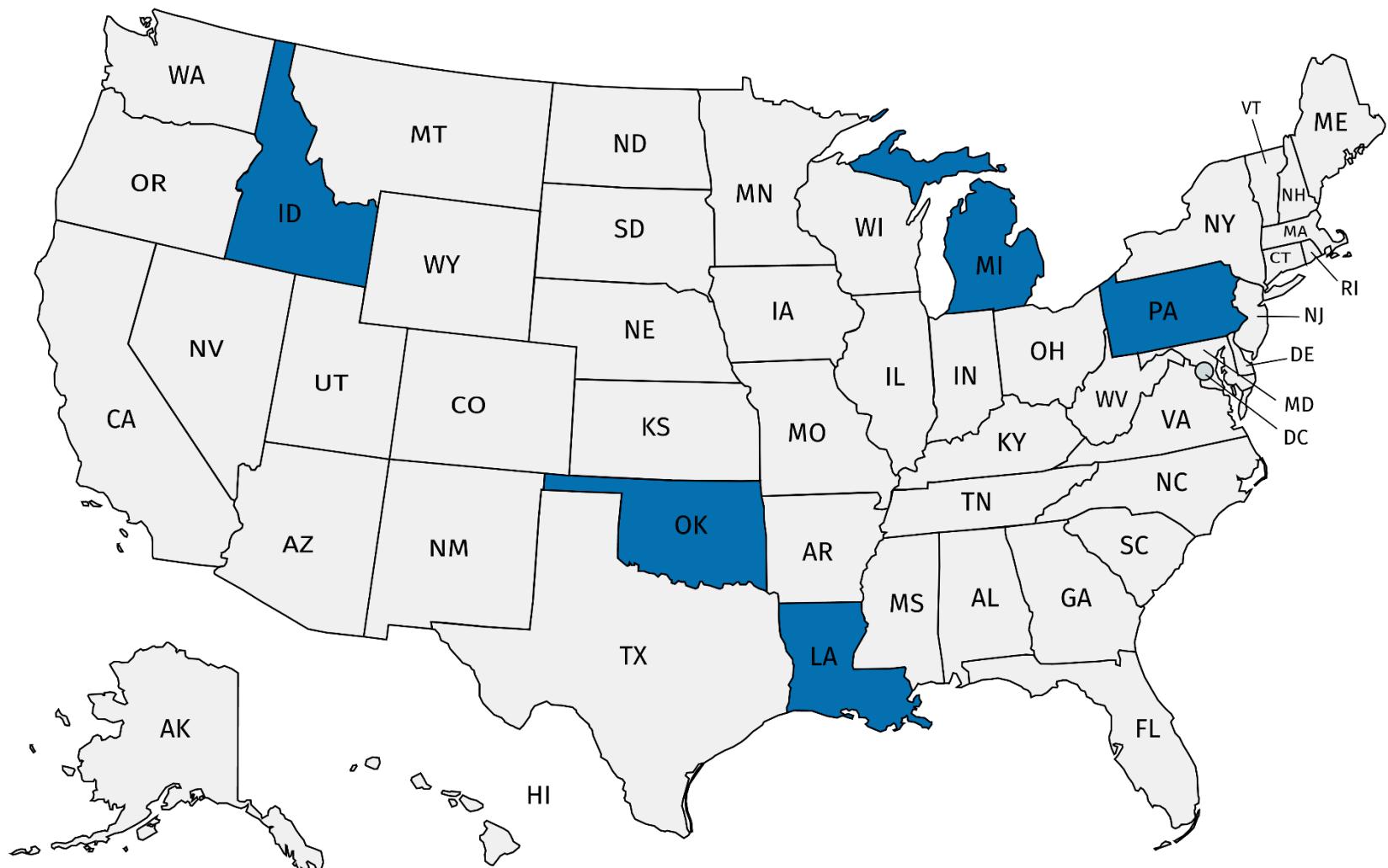


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Rural Hospitals Have a Vital Role to Play in Value and Population Health



Examples of CAHs Addressing Population Health



Idaho, Michigan, Pennsylvania, Oklahoma, Louisiana



Idaho

- Partnership for Healthy Communities, a **frontier-based** consortium led by Clearwater Valley Hospital & Clinics and St. Mary's Hospital & Clinics
- Partners include social service agencies, churches, public and tribal health
- Hospitals employ community health workers (CHWs), partners host outreach events for health screenings, chronic disease management classes and wellness
- **CHWs completed health screenings for 5 percent of the tri-county population within a year**
- **"It's amazing what can happen when like-minded people come together!"**
(Pam McBride, Chief Grants Officer)



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Michigan

- Paul Oliver Memorial Hospital – Munson Healthcare piloted **Shape Up North Fruit and Vegetable Prescription Program** to address obesity
- Partners include local and district public health, clinics, state extension office, public schools, rotary clubs, social services organizations
- State grant funded 200 participants with chronic disease to be referred to the program in 2016
 - Incentivized participants with gas cards and market coupons to purchase fresh produce
 - **53 percent** had cut or skipped meals because they didn't have enough money for food
 - **Average daily fruit and vegetable consumption increased by one cup**
- Program has expanded to an additional county with 550 possible participants and a pediatrics program in 2017



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Pennsylvania

- Three hospitals in the county, (CAH, for-profit UPMC, Nathan RHC), saw initial **benefit in coming together to jointly conduct a CHNA** under Healthy Blair County Coalition.
- Collective impact focus
- 21 member steering committee, 120 partners in the county, 7 key area workgroups
- Corporate wellness challenge
 - 819 employees from 38 county businesses participating in healthy weight loss program
 - Hospital and YMCA provides coaching, wellness education and health screenings
 - **Workplace wellness achievers were 'crowned' at the minor league baseball game** during the pre-game health fair



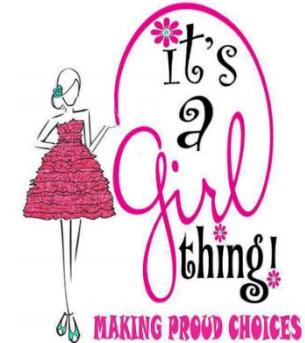
Oklahoma



- Mercy Hospital Watonga identified **smoking prevention and drug use among teens** as community concerns
- **Hospital personnel trained as mentors** for middle school students
 - Self-esteem, bullying, health education, discussion of drugs and smoking
- Hospital volunteers hosted two Block Parties at lower-income apartments in Watonga
 - Sporting equipment was provided by the hospital
 - **Over 100 children attended each block party**

Louisiana

- Union General Hospital identified **STDs, teen pregnancy and early education** in schools as top health priorities for the community
- ***It's a Girl Thing: Making Proud Choices***
 - Administered by leaders within the hospital and supported by community organizations, local mentors and volunteers, local school district and faith-based community
 - Targets self-esteem, mental health, suicide, dating and dating violence, sexual abuse, bullying, sexual health (including teen pregnancy and STDs), and nutrition
- Since 2013, over 3,000 girls participated in the program with over 109 meetings held at the hospital, junior high and high schools
- Scholarship program for high school students initiated in 2016
- **Teen births in Union Parish decreased by 18 percent** over the course of the program (2013-2016)



Population Health Resources

The Role of Small and Rural Hospitals and Care Systems in Effective Population Health Partnerships

American Hospital Association | Hospitals in Pursuit of Excellence

Ensuring Access to Care in Vulnerable Communities

American Hospital Association

Population Health Portal

National Rural Health Resource Center

Rural Health Value Community Health Tools & Resources

The University of Iowa College of Public Health | RUPRI | Stratis Health

Rural Population Health Topic Guides

Rural Health Information Hub



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*"Even if you're on the right track,
you'll get run over if you just sit there."*

(Will Rogers)



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