Building Healthy Rural Communities:

The Story of New Ulm, MN

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President - New Ulm Medical Center
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You know you’re rural if...

You didn’t have more than 25 kids in your graduating class

You or your dad road horse to country school

You can’t you find a stop light within 60 miles

Your county has more cows than people

You landed a prom date with a beautiful girl only because all the other boys were her cousins
60 Million Rural Americans

U.S. Population Density (By Counties)

Let’s have BOTH – Rural Living AND Optimal Health?
Brown County
- 12th in Outcomes
- 9th in Factors
- 2nd in Clinical Care
What will Define us as Health Leaders?

Impact on the health and well-being of our community
Why did we make the shift to Value and a Healthy Community Focus?

1) We were NOT realizing the full intent of our Mission with a sole focus on medical care (prevent illness & to all)

2) We were contributing to an unsustainable health care system (low margin & high cost)

3) The model wasn’t going to fix itself – we need innovation and disruption
Defining Success - Triple Aim

- Access, Quality Care Experience
- Health Outcomes
- Affordability
Are you Pursuing the Triple Aim?

- What is the Quality, Experience & Access of your Care System?
- What is the Health Status of your Community?
- What is the Affordability of your Care System?
Our Pursuit of Triple Aim

- Readmissions
- Sepsis Optimal Care
- Chronic Illness Care
- Cancer Screenings

- Smoking rates down 5%
- BP / LDL – down 30%+
- Physical Activity – up 10%

- ACO total cost of care below peers
- ACO Commercial premium savings
- Pricing – lower
- Utilization – fewer admits per 1000 than peers
Healthy Community

- Quality of Care
- Affordable Care
- Access to Care
- Community Partnerships

Healthy Community
Allina Health Approach

Whole Person Care

An approach that recognizes all factors impacting health are connected—mind, body, spirit and community.

**Mind**
Compassionate support of mental and emotional well-being is integral to good health.

**Spirit**
Care must be supportive of an individual’s beliefs and values.

**Body**
Care often begins with a focus on maintaining or improving the body’s physical health.

**Community**
Strong relationships are vital to living the best possible life.
New Ulm Medical Center Fact Sheet

- CAH w/ 25 Acute + 20 beds for Mental Health & Substance Abuse
- 50+ Physicians & Providers
- Allina Health has hospital, clinic, home medical equip, homecare, hospice, ambulance, pharmacy, eye care

- 720 Allina Health employees/physicians
- $105 million revenue
- 2250 admissions
- 8,500 ER visits
- 1900 surgeries
- 115,000 clinic visits
Nationally Recognized Performance

Only Hospital in Minnesota to win the Healthgrades Patient Safety Award 7 years in a row and U.S. Top 100 CAH Hospital 8 years

Received every MN Hospital Association Award

AHA Nova Award
INDEX Performance Summary Report

PERFORMANCE SUMMARY
Provider Name: NEW ULM MEDICAL CENTER
Medical Provider: 241378
Location: NEW ULM, MN 56073

INDEX performance analysis drives research, improvement initiatives and industry recognitions throughout the year. To learn more about your performance analysis, contact

INDEX RANK
100.0

QUARTILE RATING SCALE

<table>
<thead>
<tr>
<th>Quartile</th>
<th>Rating</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>100-75</td>
</tr>
<tr>
<td>2</td>
<td>74.9-50</td>
</tr>
<tr>
<td>3</td>
<td>49.9-25</td>
</tr>
<tr>
<td>4</td>
<td>24.9-0</td>
</tr>
</tbody>
</table>

VALUE

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Share (In)</td>
<td>86</td>
</tr>
<tr>
<td>Market Share (Out)</td>
<td>63</td>
</tr>
<tr>
<td>Quality</td>
<td>96</td>
</tr>
<tr>
<td>Outcomes</td>
<td>94</td>
</tr>
<tr>
<td>Patient Perspective</td>
<td>70</td>
</tr>
<tr>
<td>Cost</td>
<td>88</td>
</tr>
<tr>
<td>Charge</td>
<td>93</td>
</tr>
<tr>
<td>Financial Stability</td>
<td>84</td>
</tr>
</tbody>
</table>
Growth in Services, Improvement in Access to Care

New Ulm Medical Center: 50+ Primary Care and Specialists

- Family medicine
- Internal medicine
- Pediatrics
- OB/GYN
- Orthopedics
- General Surgery
- Mental Health
- Cardiology
- ENT
- Endocrinology
- Neurology
- Oncology
- Urology
- Rheumatology
- Pulmonology
- Podiatry
- Psychiatry
- Ophthalmology
- Physiatrist
- Spine
- Nephrology
- Vascular Surgery
- Dermatology

New Full-time Physicians 2018-19
- Neurologist
- Orthopedic Surgeon
- Podiatrist
- Pediatrician
- Endocrinologist
- General Surgeon
- Family Medicine
- Dermatologist
- Psychiatrist
- 2 OB/GYN’s

Expanded Hours for Walk-In Clinic / Urgent Care

- Monday - Friday: 8:00 am to 7:00 pm
- Saturday and Sunday: 8:00 am - 3:00 pm
- 17,000 Visits in 2018

Allina Health Pharmacy

- Open 7 days a week / Freaky Fast Service
- Hospital and Home Delivery / Mail Order
Leveraging a Health System to Improve Access & Quality

Aim: Allina Health’s clinical service lines (CSL) provide consistently exceptional and coordinated care across the continuum of care and across sites of care.

<table>
<thead>
<tr>
<th>Cardio-Vascular</th>
<th>Oncology</th>
<th>Neurology</th>
<th>Mother Baby</th>
<th>Mental Health</th>
<th>Rehab</th>
<th>Integrative Medicine - PGIHH</th>
</tr>
</thead>
</table>

New Ulm Medical Center
Extending and Enhancing Care

Allina Health Specialty Expertise and Resources

Rural Medical Center

- Better Support for Providers/Clinicians
- Extend and Enhance Local Care
- Better Outcomes and Experience for our Patients
<table>
<thead>
<tr>
<th>Community</th>
<th>Outpatient</th>
<th>Inpatient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Be the Change</td>
<td>Suboxone</td>
<td>10 Beds for Mental Health</td>
</tr>
<tr>
<td>Change to Chill</td>
<td>Drug Court</td>
<td>10 Beds for Addiction Residential Unit</td>
</tr>
<tr>
<td>QPR (CPR like)</td>
<td>Day Treatment</td>
<td></td>
</tr>
<tr>
<td>Farmer Kits</td>
<td>14 Providers &amp; Counselors</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Development of New Ulm Neurology Program for a Rural Region
Telehealth Utilization

400 patient visits in 2015
Telehealth Growth

3,000 patient visits in 2019 –

750% Growth!
Telehealth Services as Strategic Priority

- Psychiatry – Inpatient, ER and Clinic
- Cardiology
- Palliative Care
- Stroke Neurology
- Pulmonology
- Genetic Counseling
- Neonatal and Pediatrics
- Primary care
- Vascular Surgery

Neutralizing Geography for our Rural Population
Telehealth Growth vs. Opportunity

20,000 patient visits in Year 2023?

Virtual First for Affordability in a Future State
A New Leader Competency is Needed:
What Strategic Questions do I need to ask with the data we have in our community or organization?
# Data Analytics at Fingertips

## Dashboard Directory

<table>
<thead>
<tr>
<th>Image</th>
<th>Dashboard Link</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="ACO Explorer" /></td>
<td>ACO Explorer</td>
<td>[RESTRICTED] ACO Explorer is an executive-level dashboard for monitoring ACO health, allowing users to review trends and performance against targets on key metrics such as per-member-per-month (PMPM), network leakage, and utilization.</td>
</tr>
<tr>
<td><img src="image2" alt="AHRQ Patient Safety Indicators" /></td>
<td>AHRQ Patient Safety Indicators</td>
<td>The Agency for Healthcare Research and Quality (AHRQ) Patient Safety Indicator (PSI) dashboard aims to help hospitals monitor adverse events and complications following surgeries, procedures, and childbirth. These measures are included in multiple CMS programs, both pay-for-reporting and pay-for-performance, and were developed to assess indicators for adverse events and in hospital complications using administrative data found in the typical discharge record.</td>
</tr>
<tr>
<td><img src="image3" alt="Alcohol Withdrawal Dashboard" /></td>
<td>Alcohol Withdrawal Dashboard</td>
<td>The Alcohol Withdrawal Dashboard reflects distinct hospitalizations (identified by Hospital Account Records) that have an order for clinician-defined alcohol withdrawal protocols (protocol numbers included in the population are specified below). It is part of a quality improvement project to standardize the care of patients either in active alcohol withdrawal or at risk of withdrawal using the Minnesota Detoxification Scale (MINDS) score as a diagnostic tool for evaluation and treatment.</td>
</tr>
<tr>
<td><img src="image4" alt="Ambulatory Access" /></td>
<td>Ambulatory Access</td>
<td>The Ambulatory Access dashboard analyzes a number of metrics using historical and future excellent scheduling data. The &quot;Visit Summary&quot; tab was designed to provide a high level view of key access measures that can be trended over time or compared at various levels within the clinical hierarchy. The &quot;Weekly Summary&quot; tab was designed to provide a detailed view of weekly provider access means. Can be viewed trended by week ending or for any single week. The &quot;Unavailable Time&quot; tab summarizes detailed information related to the template exceptions that are used to render time unavailable within provider scheduling templates (see table below for more information on availability, reason, time, intervals). The &quot;Fill Choice and...&quot;</td>
</tr>
</tbody>
</table>
Dashboards
## Ambulatory Month-end Scorecard

### 2019 Clinical Care Goals for New Ulm Medical Center

Metric Definitions and Standard Work:

<table>
<thead>
<tr>
<th>Topic</th>
<th>NU Jan</th>
<th>NU Feb</th>
<th>NU Mar</th>
<th>NU Apr</th>
<th>NU May</th>
<th>Goal</th>
<th>Denominator</th>
</tr>
</thead>
</table>

### Glycemic Goals

<table>
<thead>
<tr>
<th>Provider</th>
<th>Glycemic Avg. (%)</th>
<th>Eye Exam</th>
<th>Asthma</th>
<th>Asthma</th>
<th>Healthy Weight</th>
<th>Healthy Weight</th>
<th>Col Cancer</th>
<th>Mediator (75%)</th>
<th>Dep screen</th>
<th>Chlamydia Test</th>
<th>Chlamydia Test</th>
<th>Best Case</th>
<th>Best Case</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subtotal</td>
<td>1,444</td>
<td>66.0%</td>
<td>1,464</td>
<td>56.0%</td>
<td>626</td>
<td>73.3%</td>
<td>12,162</td>
<td>62.5%</td>
<td>266</td>
<td>59.0%</td>
<td>6,151</td>
<td>77.2%</td>
<td>4,533</td>
</tr>
</tbody>
</table>

### Sustaining Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Goal %</th>
<th>Achieved %</th>
<th>Achieved %</th>
<th>Achieved %</th>
<th>Achieved %</th>
<th>Denominator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breast Cancer Screening</td>
<td>89.0%</td>
<td>87.9%</td>
<td>87.6%</td>
<td>87.5%</td>
<td>87.7%</td>
<td>81.0%</td>
</tr>
<tr>
<td>Colon Cancer Screening</td>
<td>77.0%</td>
<td>77.2%</td>
<td>77.0%</td>
<td>76.7%</td>
<td>76.7%</td>
<td>75.0%</td>
</tr>
</tbody>
</table>
Opioid Pill Count Reduction

Tactics:
1) Provider Reporting
2) Optimal Care Bundle
3) Prescribing Guidelines
4) Alternatives for Pain Treatment and Addiction

60% Decrease in Rx from Year 2015 to Year 2019; equating to annual reduction of 600,000 pills
Volume to Value for..... Affordability
What will prevent $60,000 per year family insurance premiums?

5% inflation = $60k per year in 20 years

Cost = Price x Utilization

* Estimate is statistically different from estimate for the previous year shown (p < .05).
Improve Health & Quality

Improve Value

Improve Affordability
# Medicare ACO Performance by New Ulm Medical Center

<table>
<thead>
<tr>
<th>Location</th>
<th>Average Cost of Care</th>
<th>ER Visits per 1,000</th>
<th>Inpatient Admits per 1,000</th>
<th>CT/MRI Imaging per 1,000</th>
<th>Prescriptions per 1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Ulm</td>
<td>$7,780</td>
<td>553</td>
<td>305</td>
<td>644</td>
<td>23,178</td>
</tr>
<tr>
<td>Allina Health</td>
<td>$9,183</td>
<td>725</td>
<td>352</td>
<td>989</td>
<td>24,425</td>
</tr>
</tbody>
</table>

Data Source: CMS Next Generation claims data (Oct 2016 – Sep 2017)
Efficiency 2.0 Strategy

Lower our prices by lowering our costs
Clinic “A” – Grow in Place Strategy

<table>
<thead>
<tr>
<th>Day of the Week</th>
<th># of Visits Needed to Hit 50% Utilization in 8 hour day</th>
<th># of Visits Needed to Hit 60% Utilization in 8 hour day</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># of Visits Above Average</td>
<td># of Visits Above 90th Percentile</td>
</tr>
<tr>
<td>Monday</td>
<td>80</td>
<td>56</td>
</tr>
<tr>
<td>Tuesday</td>
<td>64</td>
<td>41</td>
</tr>
<tr>
<td>Wednesday</td>
<td>126</td>
<td>97</td>
</tr>
<tr>
<td>Thursday</td>
<td>107</td>
<td>92</td>
</tr>
<tr>
<td>Friday</td>
<td>109</td>
<td>82</td>
</tr>
<tr>
<td>Weekly Sum</td>
<td>485</td>
<td>368</td>
</tr>
</tbody>
</table>

Additional FT Providers Needed  
6.7  
5.1  
9.6  
8

Approximate additional providers needed:  
50% Capacity: **5.1-6.7**  
60% Capacity: **8-9.6**
What will Building Healthy Communities through better access, quality, and affordability require?

90% Competition & Protection
10% Collaboration & Partnership

90% Collaboration & Partnership
10% Competition & Protection
What are the collective assets and resources in our region and how can a collaboration mindset improve access, quality, affordability and health for those we serve?
When does Innovation show up?
96% of employees would feel safe as a patient and recommend Allina Health to family and friends as a good place to receive medical care.

93% of employees are proud to work for Allina Health and are willing to put in a great deal of effort beyond what is normally expected.
Vision for High Value and Population Health
Realize our potential by leading and innovating in health care access, value, and health improvement – proven by our outcomes

Integrate Local Health Care Across the Continuum
Leverage the Resources and Expertise of Regional Health Care System
Engage the Community through Partnerships to Make Optimal Health a Shared Goal by All

Strategies
- Growth in Membership and Market Share
- Accountable Care - High Value (Medicare ACO)
- Population Health Improvement (Heart of New Ulm)

Data Analytics
Data → Information → Strategy → Improved Outcomes
DESTINATION COMMUNITY
WHERE YOU CAN REALIZE YOUR TRUE HEALTH POTENTIAL

NEW ULM, MN
Heart of New Ulm
Trouble is on the Horizon

• 1 in 2 will have Cardiovascular Disease in lifetime; 80% preventable

• 2 of 5 projected to have cancer in their lifetime; 42% of cancers preventable

Source: CDC
What Percentage of Adult Americans do the Following?

1) Exercise 20 minutes 3 x week
2) Don’t Smoke
3) Eat fruits and vegetables regularly
4) Wear seatbelts regularly
5) Are at appropriate BMI

- Source: Annals Internal Medicine 2006
Number and Percentage of U.S. Population with Diagnosed Diabetes, 1958-2015

Source: CDC
Obesity Rates by Country

The graph shows the obesity rates by country from 1970 to 2010. Countries included are the USA, England, Canada, Spain, France, Switzerland, Korea, Hungary, Ireland, and Italy. The overall trend indicates a significant increase in obesity rates across all countries during this period.
Figure 1: Trends in obesity among children and adolescents aged 2–19 years, by sex: United States, 1971–1974 through 2009–2010

NOTE: Obesity is body mass index greater than or equal to the 95th percentile of the sex- and age-specific 2000 CDC growth charts.

Heart of New Ulm VISION
HONU’s Primary Objectives

**Moderate-term**: Improve the proportion of 56073 zip code residents (age 40-79 years; active Allina health record) with controlled modifiable heart disease risk factors over 5 years. *

1. Elevated blood lipids (i.e., total/LDL/HDL cholesterol, triglycerides)
2. High blood pressure
3. Uncontrolled glucose (i.e., type 2 diabetes, pre-diabetes)
4. Obesity
5. Tobacco use
6. Physical inactivity
7. Low fruit/vegetable consumption
8. Uncontrolled stress
9. Medication underutilization/non-adherence
Three “B’s”
Three “B’s” Continued
10 Years of HONU….

- 90%+ Awareness
- Almost doubled population knowing their key health #’s
- Improved population optimal glucose, blood pressure and cholesterol
- Lowered smoking rate
1000’s of Health care and Community Leaders Across U.S.
27 Published Journal Articles
THE STORY OF NEW ULM
A POPULATION HEALTH TRANSFORMATION

Health Catalyst Partnership
Heart of New Ulm Project Approach
Heart of New Ulm

Biometric Changes from 2009 to 2018 (From EMR)

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2018</th>
<th>% Change</th>
<th>Lives Improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Glucose (&gt;100mg/dL)</td>
<td>50%</td>
<td>48%</td>
<td>-3%</td>
<td>24</td>
</tr>
<tr>
<td>High LDL (&gt;130 mg/dL)</td>
<td>46%</td>
<td>27%</td>
<td>-41%</td>
<td>723</td>
</tr>
<tr>
<td>BP NOT at Goal (&gt;140/90mm/HG)</td>
<td>14%</td>
<td>9%</td>
<td>-33%</td>
<td>400</td>
</tr>
<tr>
<td>Current Every Day Smoker</td>
<td>18%</td>
<td>13%</td>
<td>-30%</td>
<td>416</td>
</tr>
</tbody>
</table>
Innovative Features of HONU

- HONU led and funded primarily by the healthcare system
- Focus on social and environmental conditions for sustained change.

Primary population-level surveillance tool is the electronic health record.
Sustainable Structure with Anchor Institution

- Allina Associated Foundation Board
- NUMC Foundation
- Quality Committee
- Executive Committee
- Finance Committee
- Allina Health Board
- NUMC Board
- MHIF
- HONU

Action Team
Action Team
Action Team
Action Team
Community:

BUY-IN

vs.

OWNERSHIP

Photo Credit: Diabetic Living 2013
The Ongoing Challenge of Addressing Social Determinants of Health

<table>
<thead>
<tr>
<th>Economic Stability</th>
<th>Neighborhood and Physical Environment</th>
<th>Education</th>
<th>Food</th>
<th>Community and Social Context</th>
<th>Health Care System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment</td>
<td>Housing</td>
<td>Literacy</td>
<td>Hunger</td>
<td>Social integration</td>
<td>Health coverage</td>
</tr>
<tr>
<td>Income</td>
<td>Transportation</td>
<td>Language</td>
<td>Access to healthy options</td>
<td>Support systems</td>
<td>Provider availability</td>
</tr>
<tr>
<td>Expenses</td>
<td>Safety</td>
<td>Early childhood education</td>
<td>Social integration</td>
<td>Community engagement</td>
<td>Provider availability</td>
</tr>
<tr>
<td>Debt</td>
<td>Parks</td>
<td>Vocational training</td>
<td>Support systems</td>
<td>Discrimination</td>
<td>Provider linguistic and cultural competency</td>
</tr>
<tr>
<td>Medical bills</td>
<td>Playgrounds</td>
<td>Higher education</td>
<td>Community engagement</td>
<td>Quality of care</td>
<td>Quality of care</td>
</tr>
<tr>
<td>Support</td>
<td>Walkability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Health Outcomes:
Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

There is growing recognition that a broad range of social, economic, and environmental factors shape individuals’ opportunities and barriers to engage in healthy behaviors.

Food Environment

- Restaurant Program
- Community Gardens
- Cooking Education
- Vending & Concessions

Making Healthy Choices the Easy Choices is Hard 😊
Intervention Strategy

Public Policy
- Smoking policies,
- Complete Streets Policy

Community
- Program partnerships, community events,
- Community-wide health challenges, social marketing campaigns

Organizational
- Interventions delivered through healthcare, employers, restaurants,
- Grocery stores, convenience stores, and schools

Interpersonal
- Interventions provide social connection opportunities, business
- Leader engagement opportunities,

Individual
- Phone coaching, provider education & training, lipid clinic
SWAP a 20-oz. regular soda with an unsweetened water and save up to 240 calories and 16 tsp. sugar!

Do this once a day and you could drop 24 pounds in a year!
ACTIVATION: Improvement in LDL Screening and Outcome (Zip code 56073)
Environmental Design > Health Behavior
Measure of Success = Optimal Chronic Illness and Prevention Care

Strategic Question – Where do health improvement opportunities exist across our community?

- Data
  - Patient Registry
  - EMR Quality
  - Maps

- Information

- Strategy
  - Care Coordinators
  - Team Care
  - Neighborhood Health Teams

- Outcomes
  - 9 of 11 clinic quality measures improved
  - Everyday smoker rate lowered by 3%
  - Medicaid colon and breast cancer screening improved 8% and 5%
Park and Rec on the Go!
Funding Strategy

Payer Community hasn’t been Supportive
If a town of beer and brats can do it, can Streator too?

By Derek Barichello  Email  Follow
① Sept. 4, 2018

When Streator community leaders talk about Live Well Streator, the concept may seem lofty or hard to grasp.

That's OK, because the goals are no small tasks.

A group of roughly 60 people is trying to improve the health of the community by focusing on eating well, staying active and preventing opioid use.

They'll set data goals and try to reach them by a certain time period.

The Heart of New Ulm Project in New Ulm, Minn. will serve as inspiration.
Common Denominators of Success

- Engage key stakeholders and create **community ownership**
- Develop **communications** strategies (create brand recognition)
- Collect **strong data** (qualitative and quantitative)
- **Measure** and communicate progress and impact
- Think **sustainability** from the start
- **Leverage knowledge and expertise** of individual stakeholders
DESTINATION COMMUNITY
WHERE YOU CAN REALIZE YOUR TRUE HEALTH POTENTIAL
NEW ULM, MN
Thank you!!

Toby Freier, President, New Ulm Medical Center
toby.freier@allina.com

www.heartofnewulm.org

Resource Support to Help Other Communities
www.mhifpopulationhealth.org