

High Performance Healthcare Model

Achieving Triple Aim Results in Populations

ELFT: August 17, 2018

Presenter: Chris Woleske

Healthcare Partner of



The Green Bay Packers

belinhealth

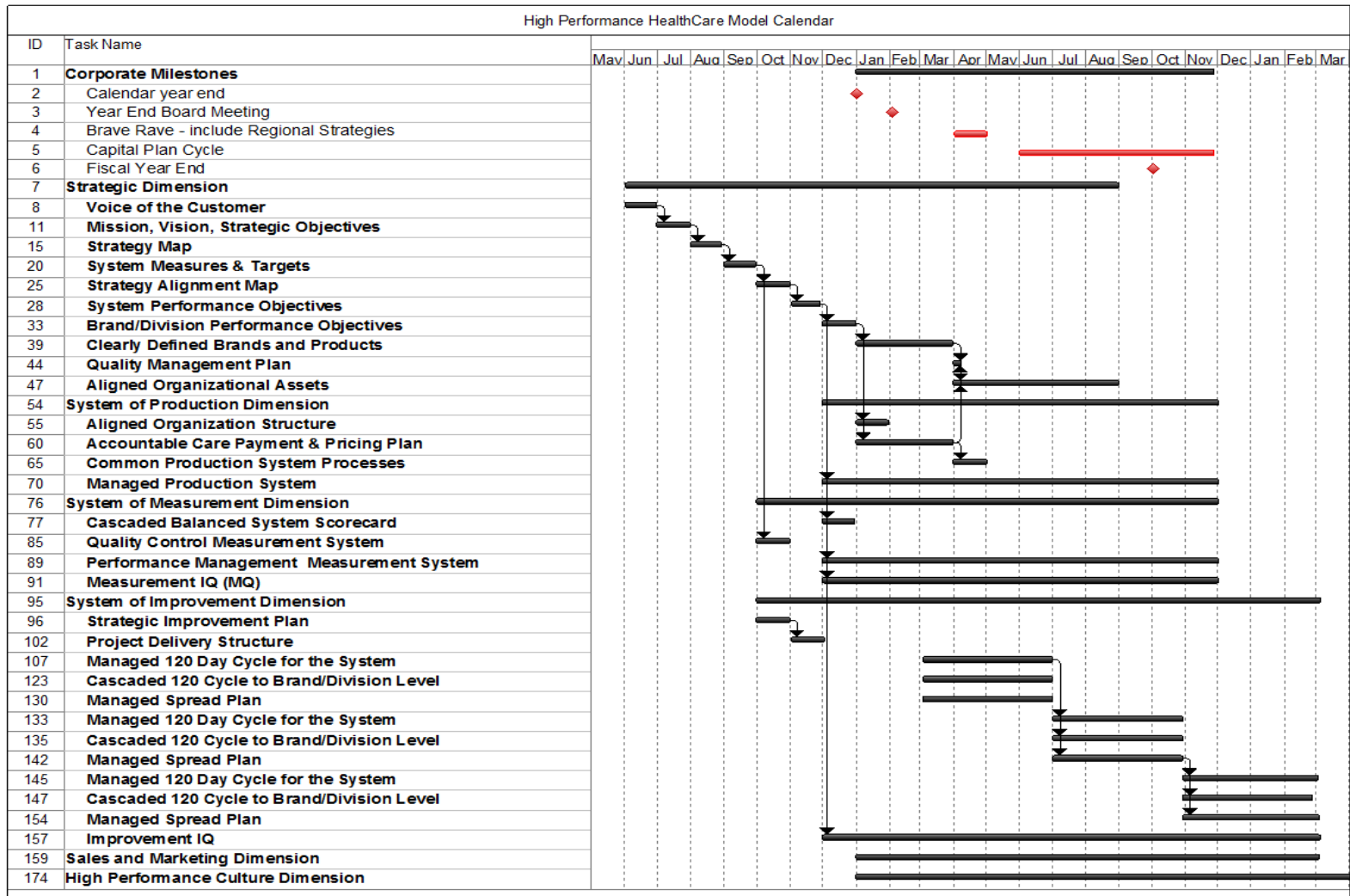
Bellin's High Performance Healthcare Model

- **System for managing our business**
- **Provides rigor and discipline and consistency**
- **Continuous**

6 Dimensions of the HPHCM

- 1. Strategic Dimension**
- 2. System of Production Dimension**
- 3. System of Measurement Dimension**
- 4. System of Improvement Dimension**
- 5. Sales & Marketing Dimension
(Communication Dimension)**
- 6. High Performance Culture Dimension**

High Performance Health Care Model Calendar



Mission

In partnership with the people living in Northeast Wisconsin and the Upper Peninsula of Michigan, Bellin Health strives to improve the health and wellbeing of every person in our region.

Vision

People in our region will be their healthiest during every stage of their lives, and healthcare cost and quality will be the best in the nation.

STRATEGIC
OBJECTIVES

Optimized Customer Experience:

Bellin Health, in partnership with the people we serve, designs products and services to meet the needs of all members of our communities. We build lifelong relationships by treating one another and our patients and customers with the utmost dignity and respect in every encounter.

STRATEGIC OBJECTIVES

Team Culture:

Bellin Health creates and engages teams of health care professionals, patients and customers, board members, volunteers, community members, and other healthcare delivery systems, empowering them to achieve our vision. We value and encourage physician participation in leadership and on teams. We maintain a positive culture rooted in relationships, employee safety and wellbeing, and our core values:

- People
- Service Excellence
- Continuous Improvement
- Learning & Development
- Innovative Thinking

STRATEGIC OBJECTIVES

Care Excellence & Community Improvement:

Bellin Health is steadfast in our commitment to providing high quality, compassionate, safe and coordinated care that is accessible and affordable for everyone. We use our expertise, relationships and financial strength to positively impact community health.

STRATEGIC OBJECTIVES

Growth & Sustainability:

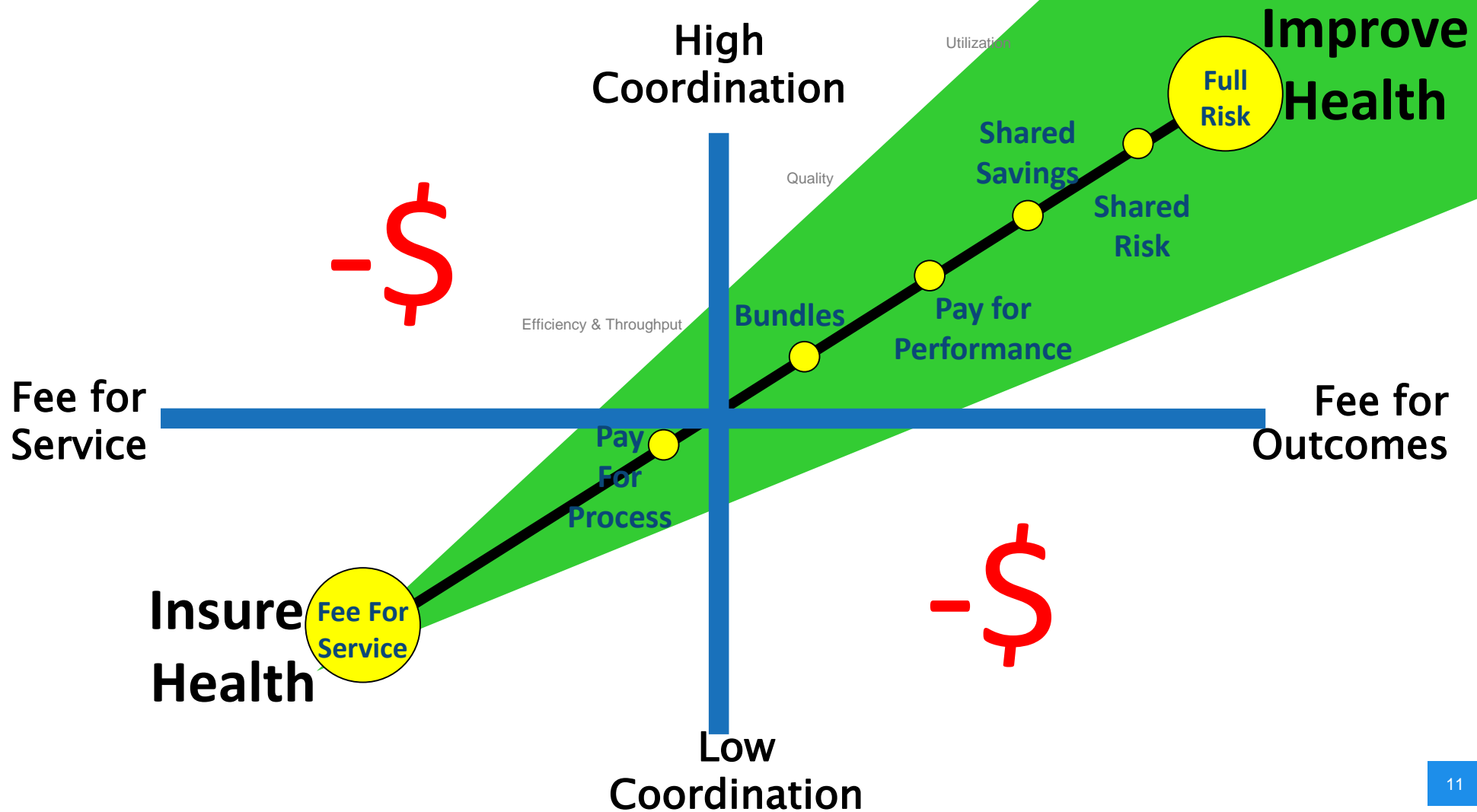
Bellin Health continues to be a financially strong organization by increasing the number of people aligned with us and striving to provide the lowest cost of care in the nation. Our positive financial performance is reinvested in the communities we serve.

Strategic Dimension

- **Voice of the Market → Strategy – New Payment Models → Transition from Fee For Service to Risk**
 - Requirements:
 - Engaged Team – Facing physician burnout post EMR implementation
 - Knowledge of the Population
 - Infrastructure Investment to Manage the Health of the Population
 - Redesigned Production System to deliver results

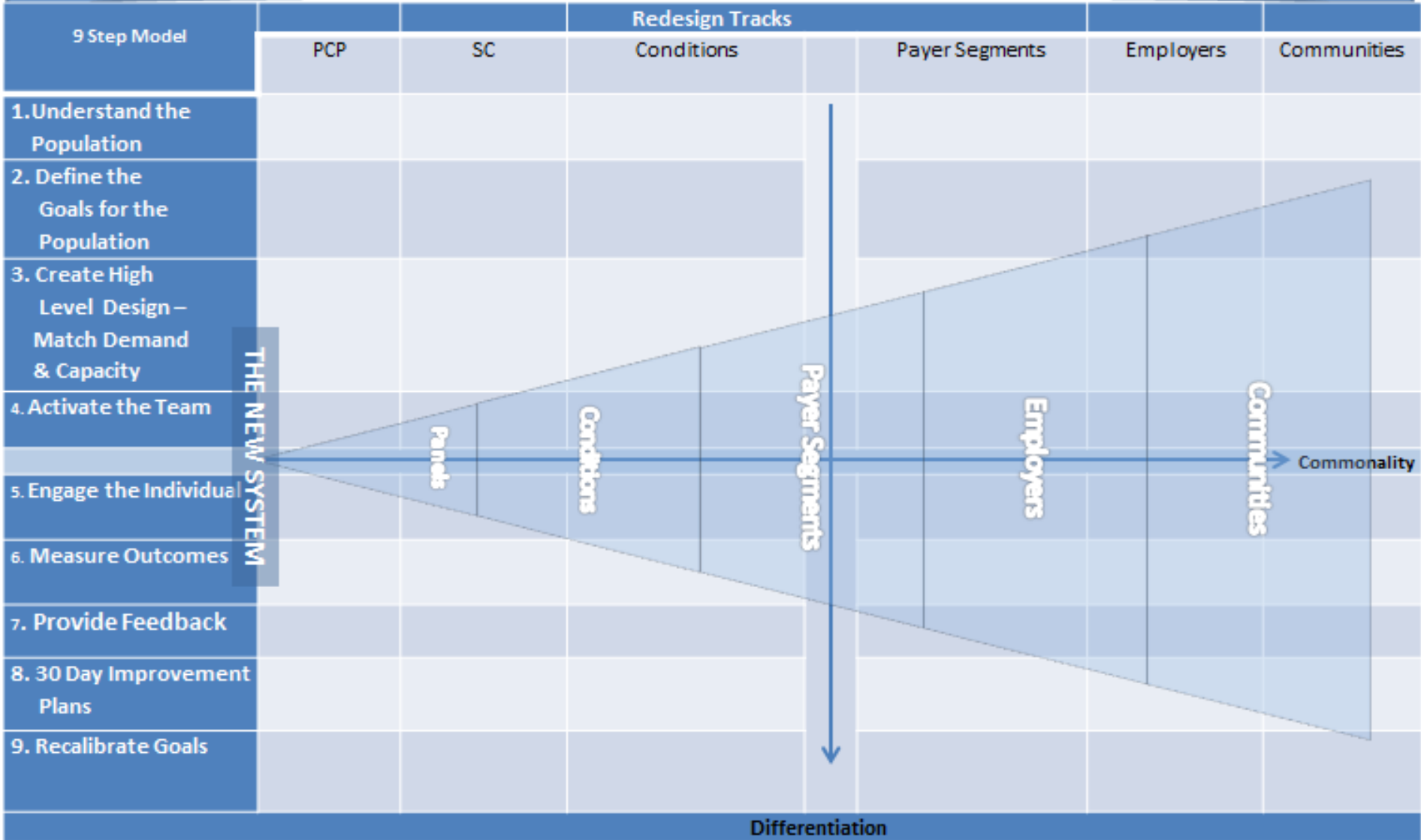
Strategic Dimension - Voice of the Market/Customer

New Payment Models



System of Production: Population Health Framework

SUSTAINABILITY



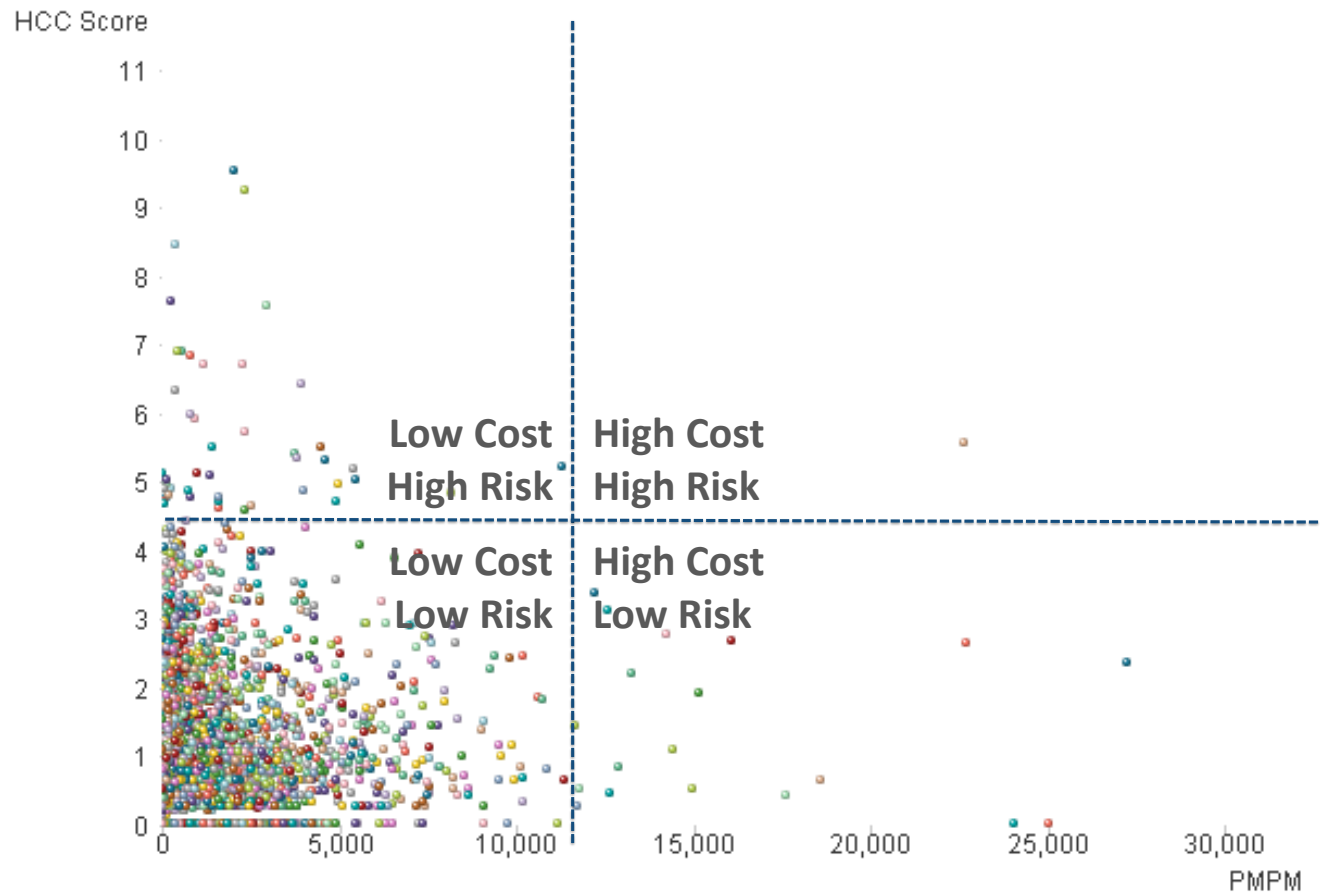
Analytics and Decision Engine

Aligned Infrastructure

Knowledge of the Population



RISK STRATIFY PATIENTS



Risk Based Opportunity – Next Gen

12 identified high leverage projects

1. Team Based Care
2. Transitions of Care
3. Chronic Care Management
4. Extended Care Team alignment
5. Anticoagulation redesign
6. Utilization segmentation
7. Cascade to Medical Staff Departments
8. Patient attribution
9. Close care gaps
10. Improve patient risk documentation
11. UP/Mid North ACO
12. ACO data platform with ThedaCare

Healthcare Partner of



The Green Bay Packers

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Why Team-Based Care?

- Physician and staff burnout
- Higher complexity of patient needs
- Impending transition to value based payments

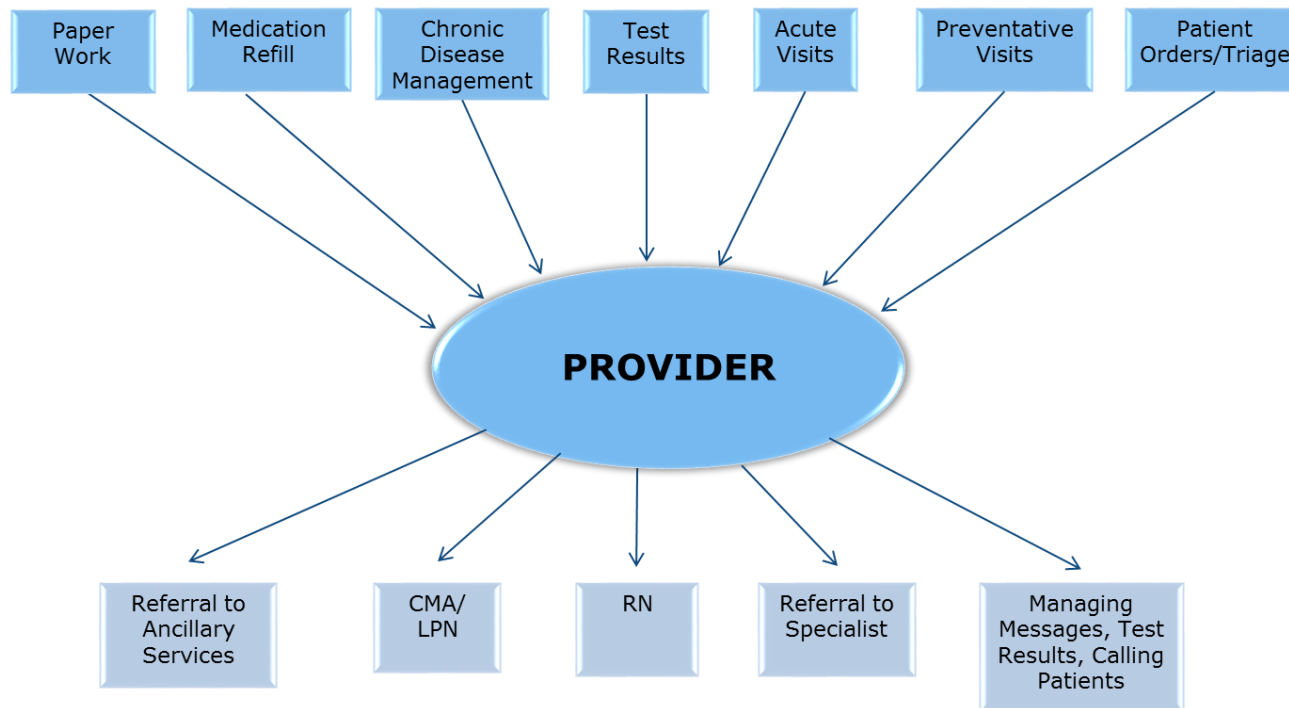
What is Advanced Team-Based Care?

A comprehensive approach to health care delivery transformation including **office visit redesign**, in **basket management redesign**, and the use of **extended care team members**, **system**, and **community resources** to deliver effective population health management.

System of Production

Team Based Care

OLD MODEL OF PATIENT CARE

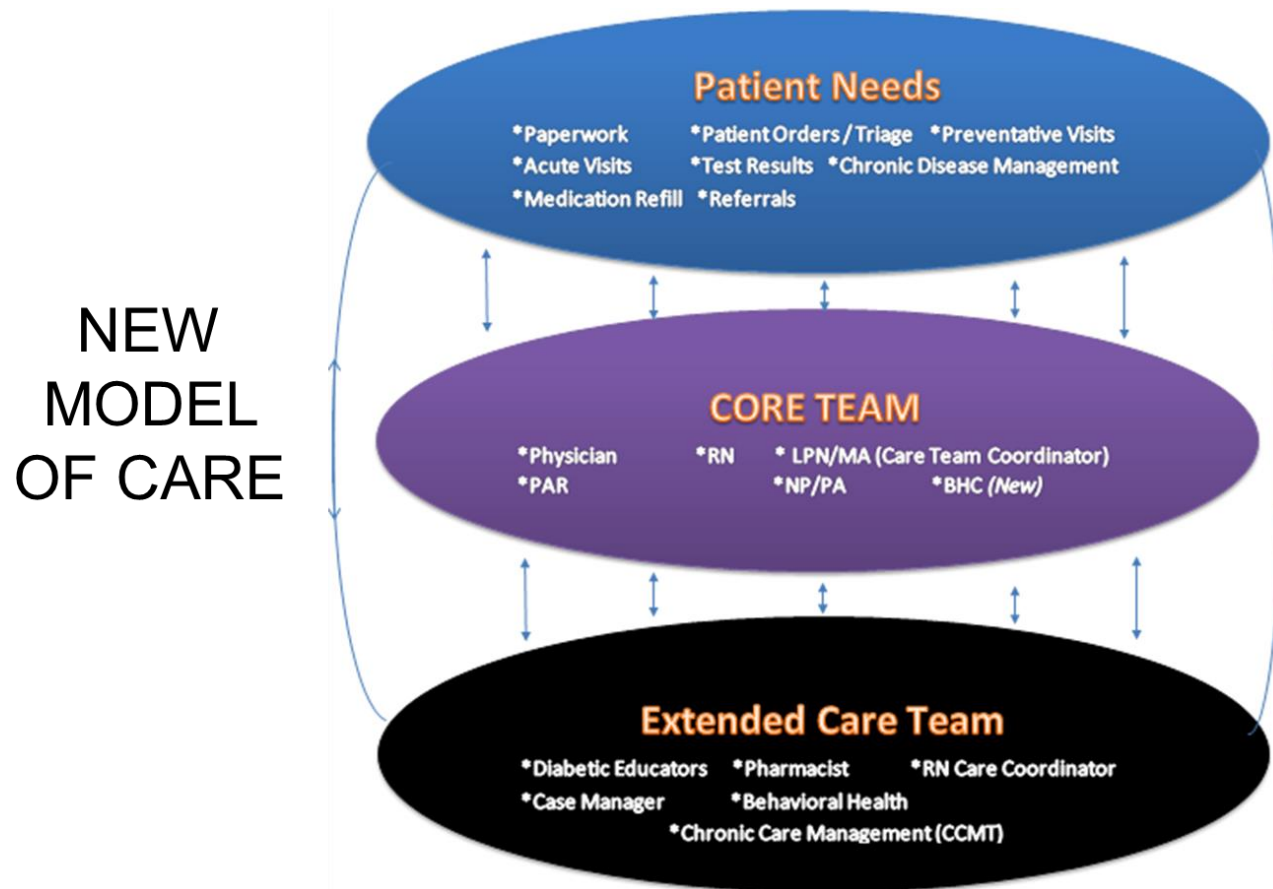




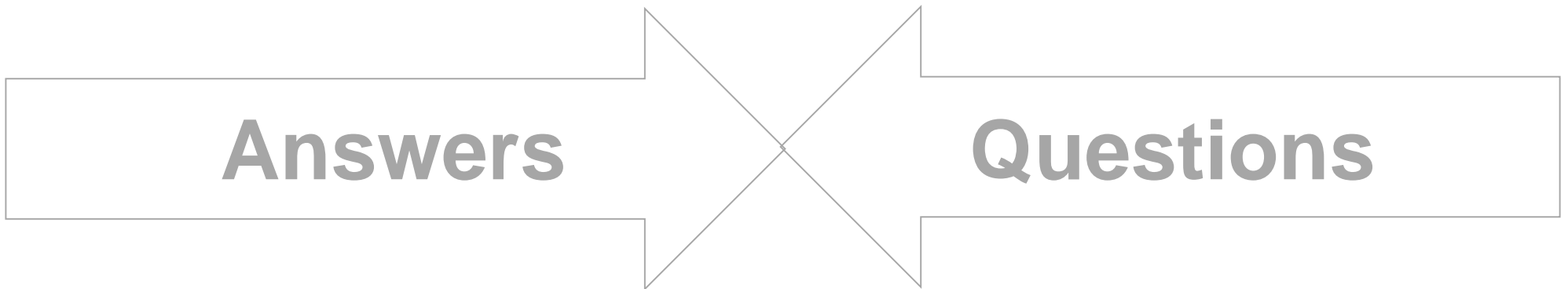
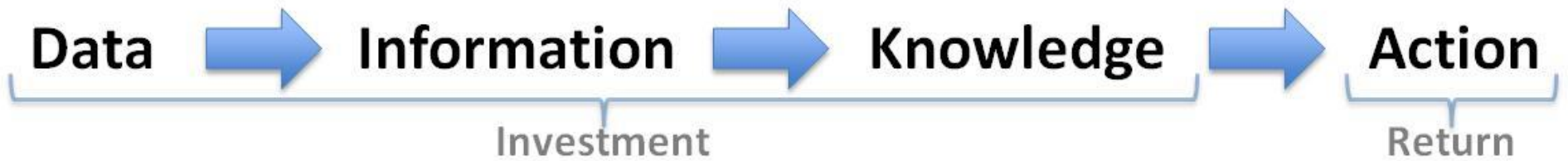
“I would be a lot healthier if you’d stop finding things wrong with me!”

System of Production

Team Based Care

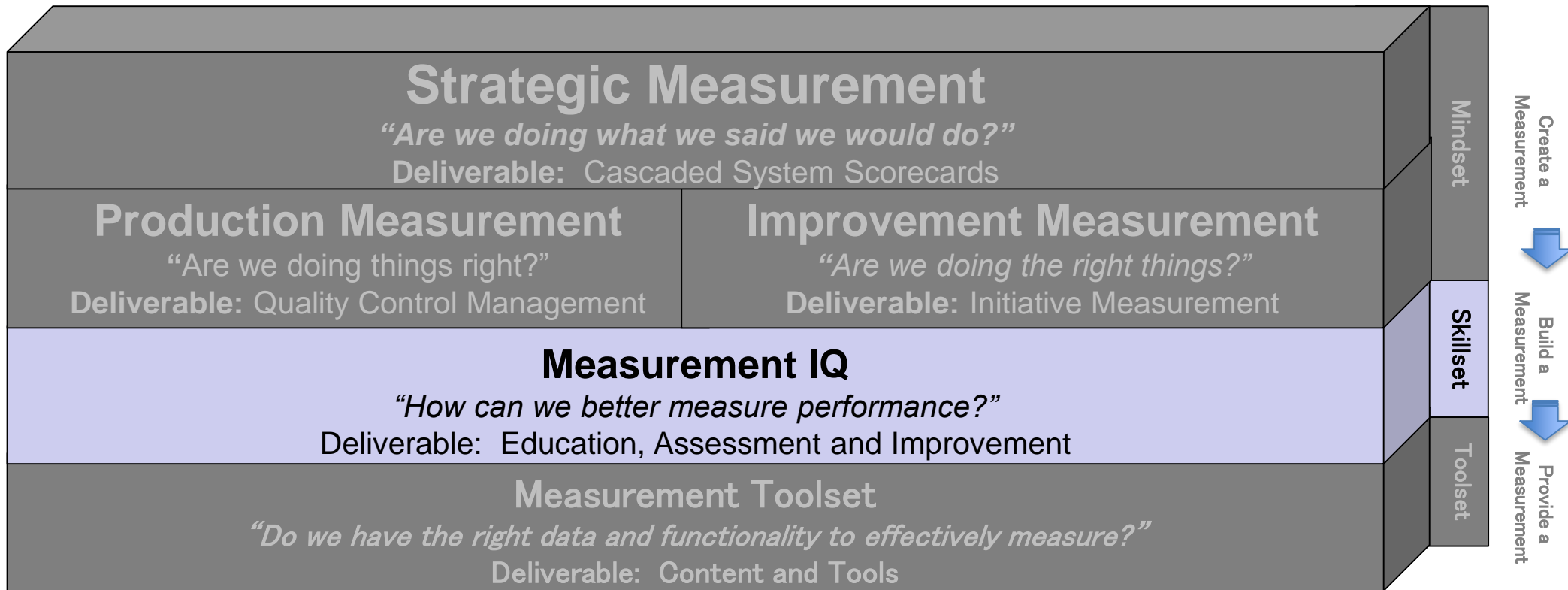


System of Measurement



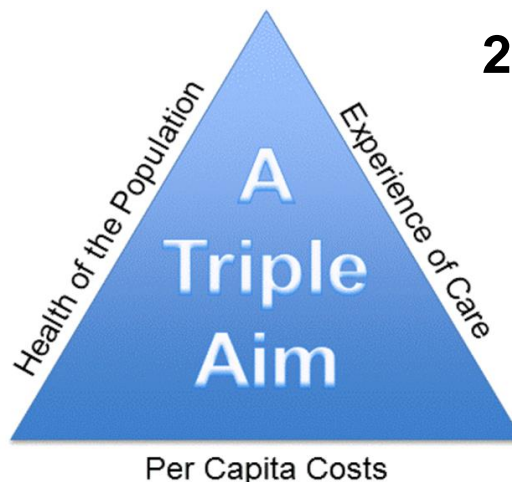
MEASUREMENT IQ

How can we better measure performance?



System of Measurement: Triple Aim Results

**8 % average
improvement in
7 Key Quality
Metrics**



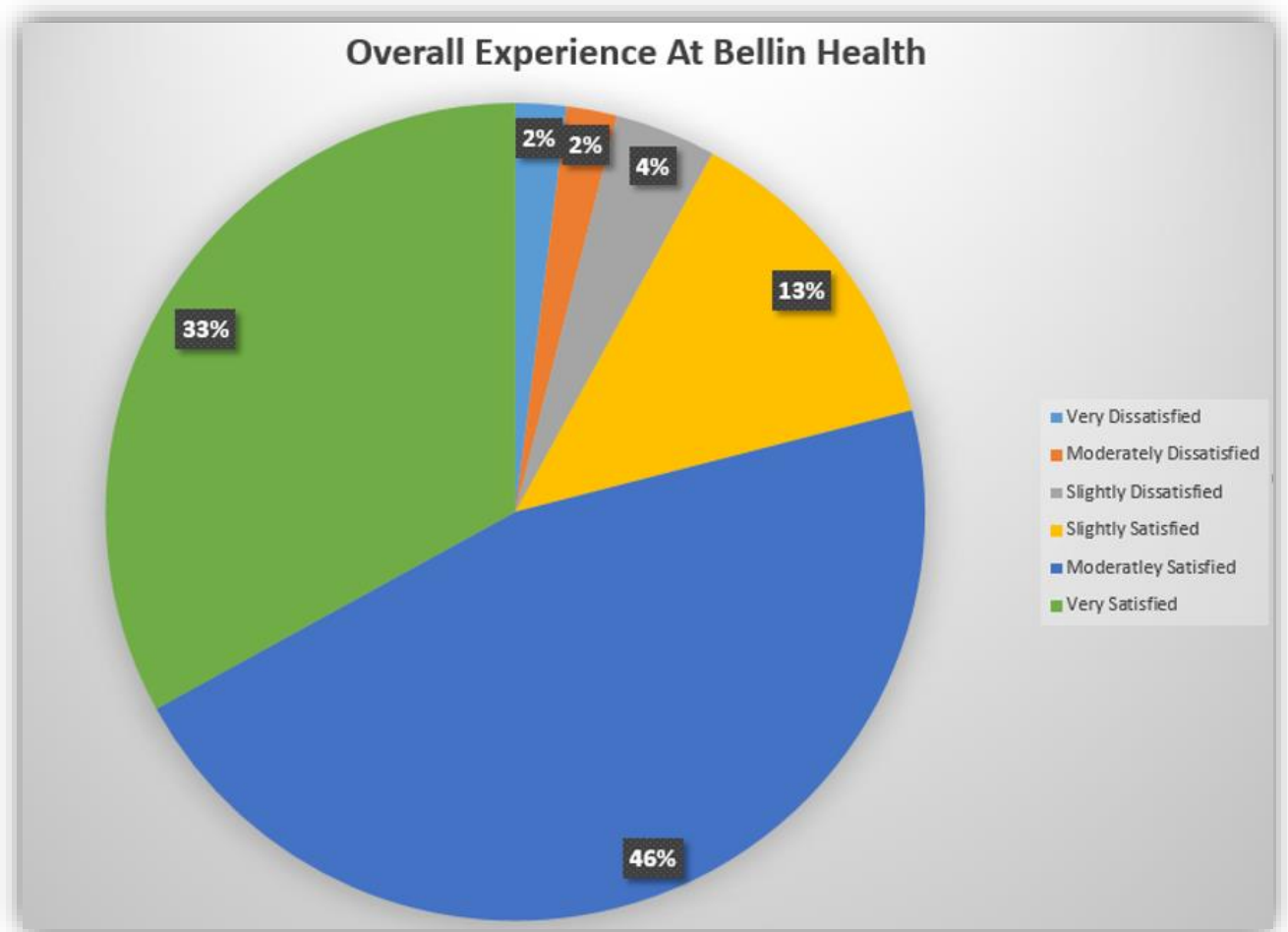
**2.2 % increase in Top Box
Likelihood of
Recommending**

**\$724 more in Bellin payments per patient
5.9 % more in Bellin Contribution Margin
\$27.12 lower PMPM (Next Gen Patients)**

**Comparing Patients with a Primary Care PCP on TBC for over one year
vs. those with a Primary Care PCP not on TBC**

4th Aim: Enjoyment in Work

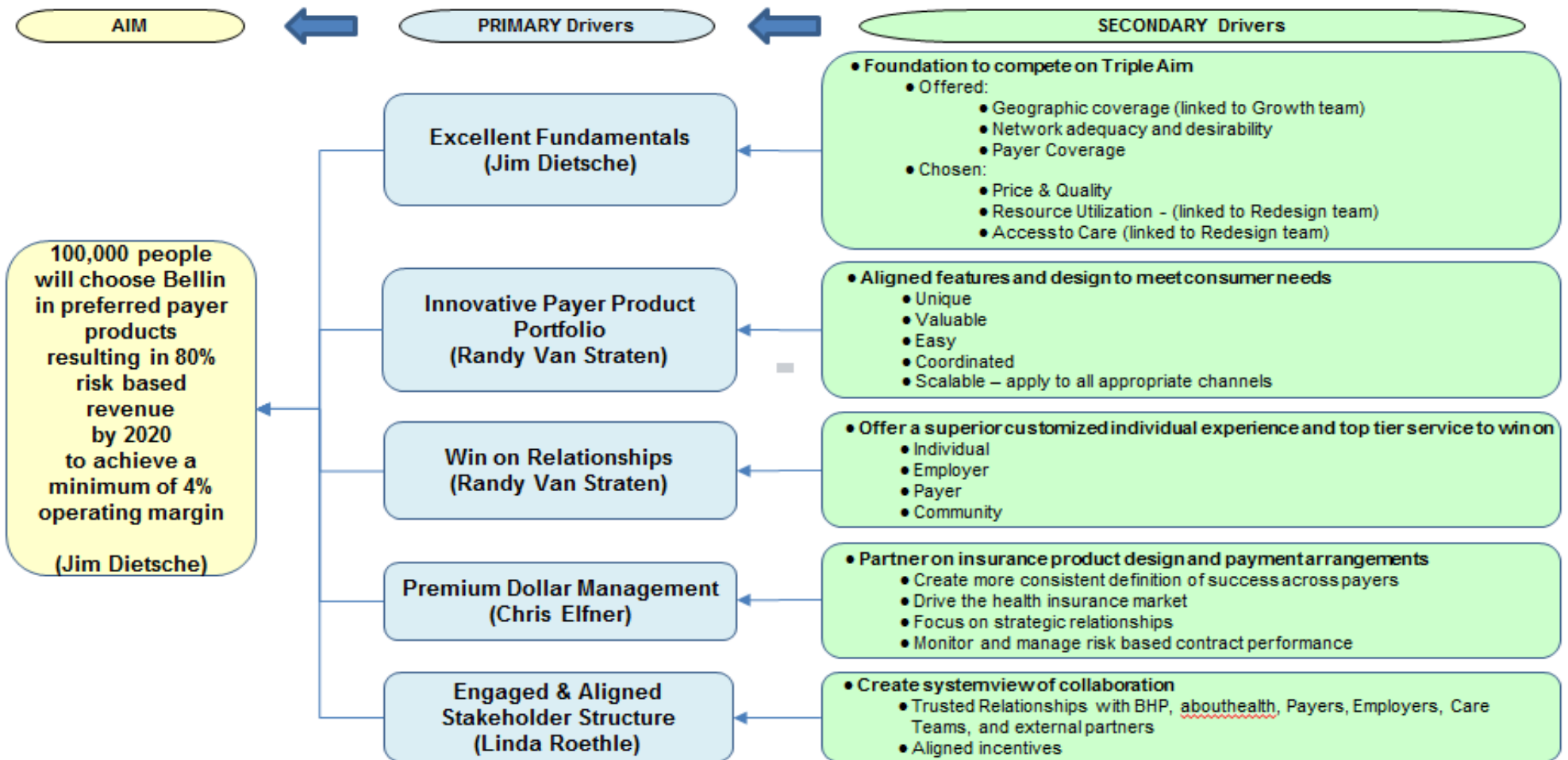
Source: St Norbert College
Strategic Research Institute
N=382
3/26/2018



System of Improvement – 120 day Cycle

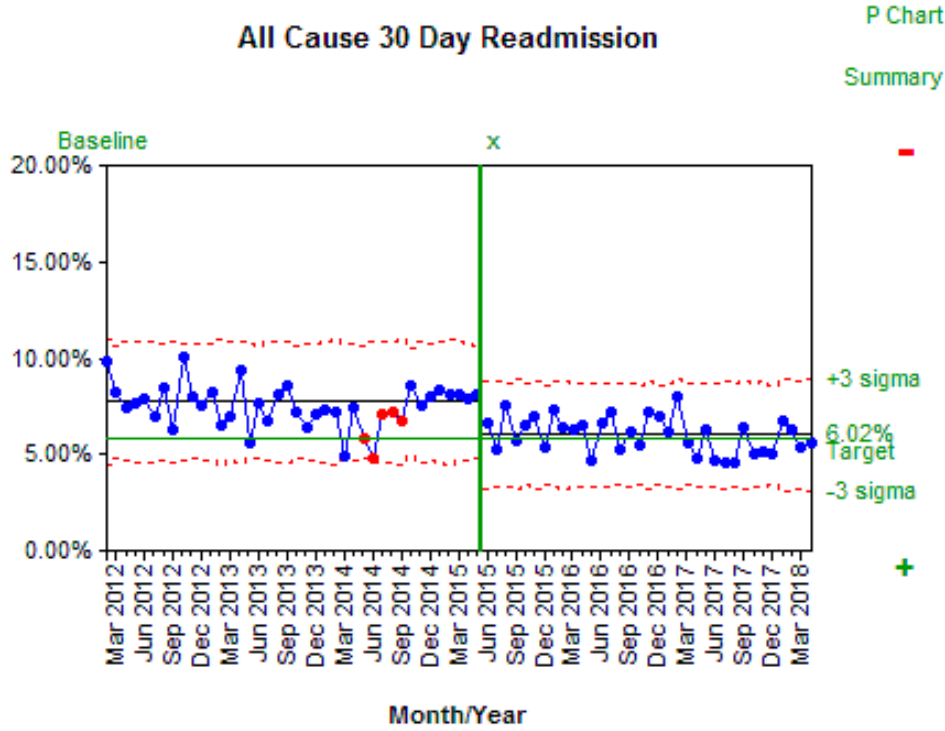
- July, 2018
- **Theme: Developing Workforce Capability to Deliver the Optimal Customer Experience to Succeed in the Corridor**
-
- Meeting Objectives for Day
- 1. Understand the Voice of the Customer
- 2. Provide input into the updated Mission, Vision, and Strategic Objectives
- 3. Develop workforce capability in Improvement Science through the Bellin Learning Academy
- 4. Help leaders understand their role in each initiative to succeed in the corridor
- I. **Welcome** (*George Kerwin, Moderator*)
 - Patient Voice: National Research Corporation (*Steve Jackson & Tom Arndt*) (60 min)
 - Bellin Health Strategic Update (*George Kerwin*)
 - 1. Mission, Vision, and Strategic Objectives
- II. **Breakthrough Initiative – Building Relationships at the Community Level**
- III. **Breakthrough Initiative – Transitioning Aligned Lives to a Risk Based Market**
- IV. **Breakthrough Initiative – Redesigning the Production System**
- V. **Breakthrough Initiative – Growth** (0 min)
- VI. **Operational Priorities**

SYSTEM OF IMPROVEMENT TRANSITIONING ALIGNED LIVES TO RISK



SYSTEM OF IMPROVEMENT - READMISSIONS

A Medicare Readmission Costs a patient about \$10,000 on average



Jul 9, 2018 13:27:39

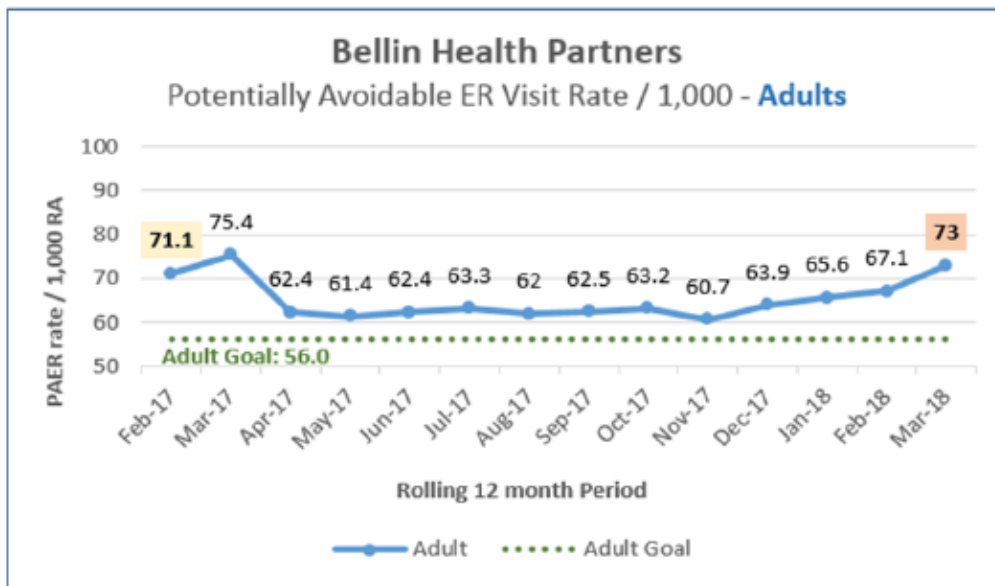
Bellin to Bellin Only

Year	Readmits / 1000 Admits	Reduction / 1000 from Prior Year	Savings per 1000 Patients
2017	61	5	\$50,000
2016	66	15	\$150,000
2015	81	-14	(\$140,000)
2014	67	11	\$110,000
2013	78	4	\$40,000
2012	82		

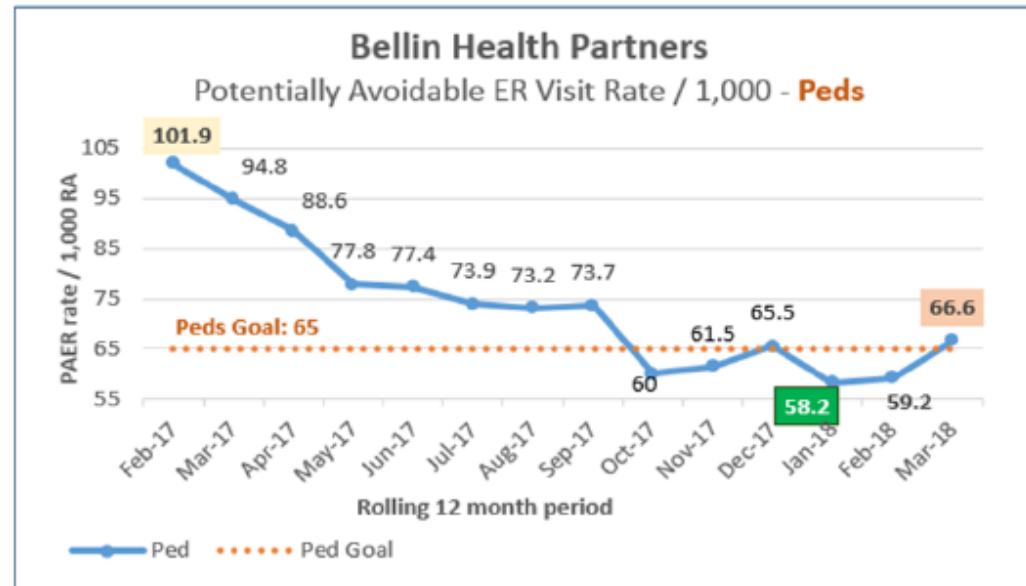
SYSTEM OF IMPROVEMENT - REDUCE ER UTILIZATION

On Average we are paid \$280 for every Avoidable ER Visit

Adults



Pediatric



System of Sales and Marketing (System of Communication)

- **Telling our story internally and to the marketplace**
- **Developing Loyalty and Increasing Aligned Lives**

Sales & Marketing (System of Communication)

Cynthia Lasecki, MD

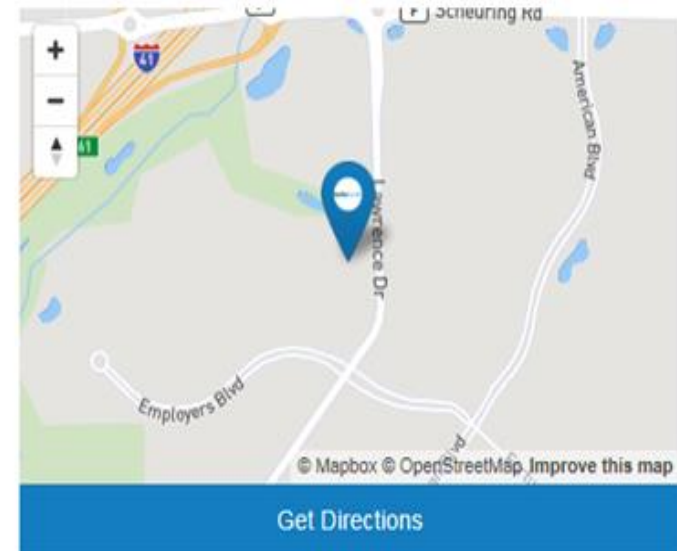
Bellin Health De Pere West

Specialties: Family Medicine, Primary Care

★★★★☆ 4.4 out of 5



- 1800 Lawrence Dr
De Pere, Wisconsin 54115
- Call: (920) 983-3220
- Fax: (920) 983-3226
- My Bellin Health
- Visit Website
- No Accepting New Patients



Clinic Hours: Thursday: 8:00 am - 5:00 pm [View All Hours](#)

Patient Age Group:

YES Children

YES Adolescent

YES Adults

YES Senior

Languages Spoken: English

Ratings and Comments

Cynthia Lasecki, MD



4.4 out of 5 251Ratings

4.8



Provider Explained Things Clearly

4.1



Provider Listened Carefully

4.4



Provider Knew Important Info About Medical History

4.8



Provider Showed Respect For What Patient Said

4.5



Provider Spent Enough Time With Patient

4.4



Provider Gave Easy to Understand Instructions

4.4



Did You Trust This Provider With Your Care



Feb 8, 2018

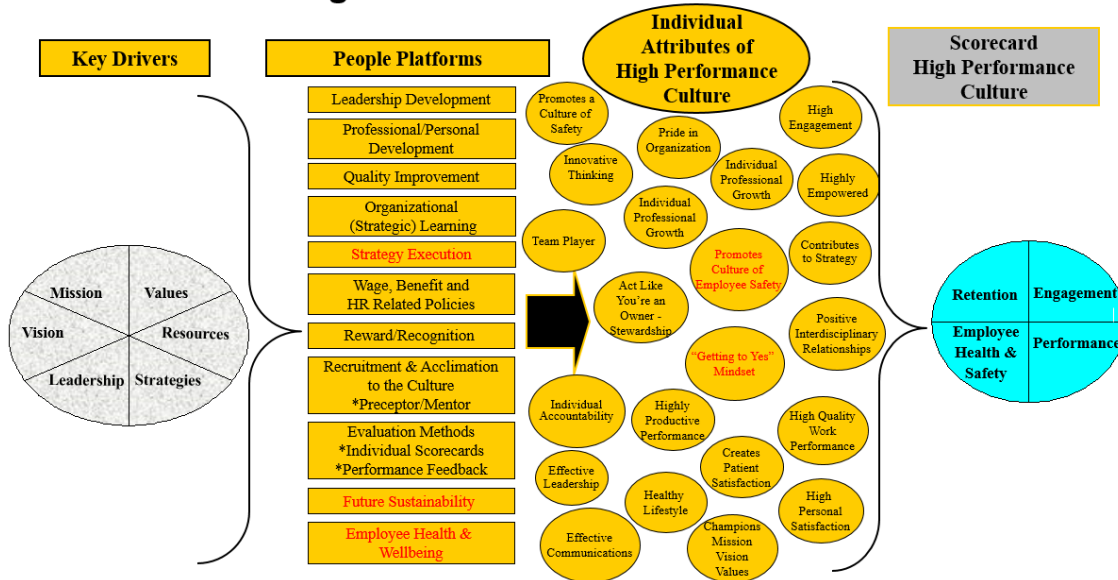
What else would you like to say about your experience?

We have had an excellent experience with Dr. Lasecki. She and her team have gone above and beyond to make our family feel like we're the most important there. They always spend all the time they need to answer all of our questions and really go above and beyond to make us feel like a very, very valued patient there. So we have nothing but wonderful things to say about Dr. Cindy Lasecki and her team. Thank you!

High Performance Culture

Crosswalk Bellin Model to IHI Framework

High Performance Culture Model



IHI Framework for Improving Joy in Work



High Performance Culture: Building our QI Foundation



Cascaded Learning Approach

Leader Learns at Strategy Day Away



Leader Completes Homework



Leader Translates Knowledge & Uses Tools with Staff



Leader & Staff Complete Required Activities

HIGH PERFORMANCE CULTURE – “WHAT CAN I DO?”

- Think about people and populations, not services and procedures
- Also consider the cost of care
- Help us collect good data so that we can tell our story
- Continue and improve upon your great work
 - Ask why
 - Challenge the status quo
 - PDSA

Many of you are attributed to us on our only FULL RISK contract. How might that change the way you consume your healthcare?

Questions?

Thank you!