



STREAMLINING CARE PROCESSES WITH A DATA-DRIVEN APPROACH

***With Innovaccer's smart, AI-assisted care
management solution***



Leading Iowa-based Mercy ACO deployed InCare to enable every member of their care teams to access patients' data across the network, and empower them with efficient and automated patient assignment processes. They were able to intelligently assign patients across the care management staff, and monitor the individual and overall performance of care teams with real-time tracking of every outcome. With personalized care plans, care managers were able to effectively plug gaps in care, reduce 30-day readmission rate by 7.14%, generate millions in shared savings, and many more.

OVERVIEW

Mercy ACO, one of the largest Accountable Care Organizations in the Midwest U.S. with 400+ service locations, currently manages more than 310,000 patients under 20+ value-based agreements. The Mercy ACO Network today consists of six regional chapters, which includes 196 participant organizations with over 3,500+ providers.

Founded in 2012, Mercy ACO set out with the vision to foster engaged and patient-centric care across the care continuum through innovation and coordination. To bring this vision to reality, Mercy ACO started work to develop data-driven patient engagement strategies that could assist providers in coordinating care, manage resources, and monitor performance, all while engaging patients in their care. To accomplish it, Mercy ACO set out on an aggressive data integration strategy in 2015 to connect hundreds of disparate systems across its participant organizations while co-developing an integrated care management solution built on the same data activation platform.

IMPLEMENTATION STRATEGY

Mercy ACO Participant Organizations span across two-thirds of Iowa's 99 Counties as well as into neighboring states of Nebraska, Illinois, and Wisconsin. Covering six urban markets and their partnering rural sites, data feeds from more than 100 disparate clinical systems, including 15 different branded electronic health records, needed to be streamlined for a higher level of interoperability. As multiple practice sites in the ACO had data sources lacking a common standard, gaining insights into this vast amount of data without a data activation platform was near impossible.

Providing connectivity to tier-2 electronic health records used by rural ambulatory sites was a necessary component to deliver holistic care, but initial requests for proposal showed it would be a costly and inefficient venture. However, to maintain the high quality of clinical data and coordinate care across the ACO network it was necessary to make sure that these data feeds were made available to care staff in near real-time.

Furthermore, decentralized care coordination staff and complicated workflows made task handoffs difficult across the care continuum. Best practices for effectively coordinating care required a daily update on admitted and discharged patients, but every acute facility had a different way of working lists that only captured their facilities patients. Therefore, the ACO had to adopt a custom automation procedure for every practice site to absorb these feeds on a daily basis.

Arguably one of the most difficult aspects to population health management, patient engagement, remains central to Mercy ACO's vision and a primary driver of its use of Innovaccer's Data Activation Platform. This led to Mercy ACO seeking out IT partner to design and co-develop a multi-pronged strategy to enhance patient engagement activities and help drive performance under value-based care.

To accomplish the specific strategies implemented including:

- Providing health coaching utilizing motivational interviewing skills that result in patient-centered, health behavior change goals.
- Closing gaps in care by increasing annual wellness visits and identifying “Gaps-in-Care.”
- Planning community-based patient engagement through community resources, community care collations (C.C.C.), and community health workers.
- Identification of patient risk and stratification of the patients to align to services provided by Mercy ACO.
- Event-based data integration and transfer which involved the use of ADT feeds (Admission – Discharge - Transfers) and utilization data of the Emergency Department.
- Improving communication across the care continuum utilizing “social media” patient care timeline.

Of the sources included in this view, the ACO set out to integrate the following:

For the success of patient-centered care, Mercy ACO felt that integrating all sources of clinical information together to develop a unique 360-degree view of the patient record with all the necessary information would be required.

- Payer claims
- Internal Billing files
- Electronic Health Records (discrete data, acute & ambulatory)
- Scheduling data
- Other public connections

TECHNOLOGY INTEGRATION

With greater than 15 years of population health experience and multiple iterations of disease registries, data warehouses, and care management engagement platforms across Mercy Health Network, Mercy ACO's parent company, the ACO in early 2015 set out on the co-development effort with Innovaccer, for its data activation platform. This technology has allowed Mercy ACO to accelerate its transition to value-based care, maximize these arrangements and, deploy an event-driven patient engagement strategy across the State of Iowa.

Through this data activation platform, the ‘care teams’ across Mercy ACO has been able to:

- Successfully integrate 35 hospital Admission-Discharge-Transfer notifications including the State of Iowa Health Information Exchange.
- Ingest and align data from multiple sources into the data activation platform, creating a 360° patient profile.
- Create 360° patient profiles that provide the care teams with information on patient’s connection with the entire care, personal information, the patient’s goals, and community resources.
- Develop holistic patient care timelines to increase the visibility of care team interactions and inculcate a more patient-centered approach.
- Develop live care plans for patients as they flow through the continuum of care.
- Develop strategy-based triggers to populate the daily schedule of health coaches across 200 health coaches for scheduled patient engagements and workflow management.
- Align to complex payer attribution logics using 400+ data sources ensuring all patients are aligned to payers and internal logic.
- Centralize a directory of community/non-clinical resources to address the social factors, non-clinical but relevant resources like transportation, meals, etc. were taken into consideration.
- Conduct a comprehensive analysis to ensure continuity of care plans, monitor performance and align incentives across the network.

OUTCOMES ACHIEVED TO DATE

Since 2012, Mercy ACO has shown to reduce the overall healthcare expenditures for Iowans by over \$70 million and has returned greater than half this amount in value-based payment to its network participants.

With an intent to focus on quality and utilization measures, below are just some of Mercy ACO's results in the year PY 2016 vs. PY 2017:

- 31% increase in the annual wellness examination rate, with some sites registering more than 70% completion rates
- 14.26% increase in the primary provider services per 1,000
- 6.65% reduction in the ED utilization per 1,000
- 7.14% reduction in the 30-day readmission rate
- 300% increase in the health coach interventions to 95.7 new engagements per health coach per month

In the spirit of Plan-Do-Study-Act/Adjust (PDSA), Mercy continues to refine its already robust care management program and approach. With its deployment of InCare, Mercy ACO has been able to seamlessly connect the previously disconnected processes. Today the team seeks out to proactively identify and engage patients concurrently or as near real-time as possible, that may be in need of care management services.

While these are often considered significant advancements in the care for patients, the actual patient stories are often the most powerful. Below is just one of these stories:

John Doe is a 60-year-old veteran. John recently came to the attention of a Des Moines Clinically Integrated Network (CIN) Health Coach embedded within Mercy Clinics due to an acute admission alert received via the ACO's data activation platform. Upon review, the Health Coach noted a history of Acute and Emergency Department admissions as well as John's long-standing history of alcohol abuse and cardiovascular disease. As the Health Coach began engaging and partnering with John, it became clear that he did not understand much of his current medical condition nor their severity. The Health Coach offered to attend his next Physician appointment with him. John readily agreed and was very appreciative that she would do this for him. Following his appointment, the provider thanked the health coach for attending the visit and stated he did not realize that his patient was not understanding much of what he was saying. The provider requested that the Health Coach continue to attend John's appointments. Over the next few weeks, the Health Coach continued to engage with John and discovered his strong desire to quit drinking. The Health Coach supported the patient in developing his plan to quit drinking. After a few months, the Health Coach and John are happy to report he is not drinking and has not had any further admission to the hospital or the Emergency Department.

Looking ahead, as Mercy ACO continues its data-driven journey to value-based care, and its collaboration with Innovaccer envisions its success for the transition to value-based care and furthering its clinical integration activities. Both organizations are excited about future innovations in store.

ABOUT INNOVACER

Innovaccer Inc. is a leading healthcare data activation company making a powerful and enduring difference in the way care is delivered. Innovaccer's aim is to make full use of all the data our industry has worked so hard to collect by righting the wrongs, doing away with long-standing problems and replacing them with ideal solutions. The Gartner and KLAS-recognized products have been deployed all over the US across more than 500 locations, letting over 10,000 providers transform care delivery and work as one. The data activation platform has been delivering value to several institutions, governmental organizations, and several corporate enterprises such as Mercy ACO, StratiFi Health, UniNet Healthcare Network, Catalyst Health Network, Hartford Healthcare, and Osler Health Network. Innovaccer is based in San Francisco and has offices all over the United States and Asia

For more information, please visit innovaccer.com.

