# Improving Quality Outcomes by Addressing Gaps in Care

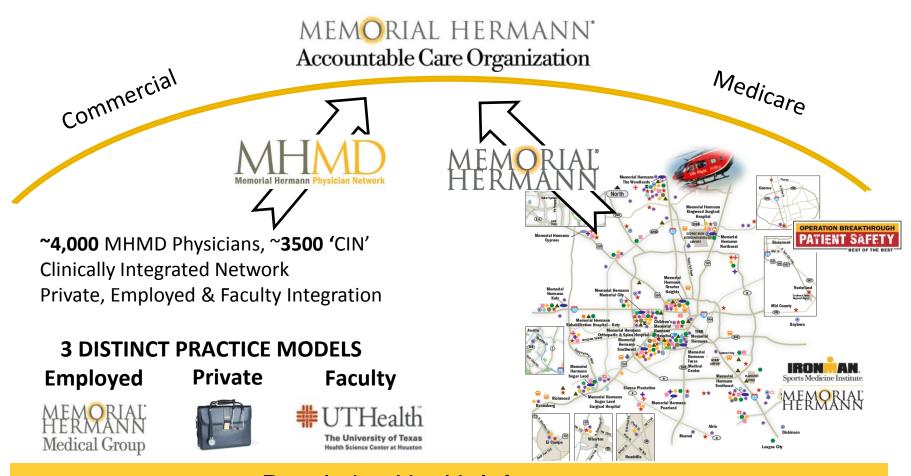
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### **ACO Physician Integration**



The Memorial Hermann ACO allows for integration of a pluralistic physician model to drive quality outcomes



### **ADVANCE System Strategy**



#### Align with physicians

Develop and deploy a pluralistic physician enterprise with turn-key offerings that engage our physicians, advances integrated care and creates indispensable value.

#### Deliver high reliability care

Redesign care models to transform care delivery across the System with an evidence-based, high reliability, waste eliminating, safety culture.

#### Value and develop people

Create an environment of One Memorial Hermann: one vision, one organization. Create a sense of community that prides itself on respect, diversity, high performance, and innovation while advancing patient care and transforming our System.

#### **A**chieve operational targets

Optimize the System structure, clearly delineating responsibility across service lines and business units, that will drive cost reduction, grow managed care volumes and exceed targeted financial operating performance.

#### Nurture smart growth and innovation

Pursue and execute on innovation and smart growth opportunities that expand scale, program offerings, and access that grows targeted market share, improve payor mix, and generate positive cash flow while making our System essential to the community.

#### Create consumer centric experiences

Create seamless end-to-end healthcare experiences that differentiate Memorial Hermann and place the consumer at the center of our integrated health system.

### **E**nhance population health management

Evolve Memorial Hermann's operating model to support an optimized, comprehensive care continuum coupled with a highly integrated right-sized physician network, ACO and Health Plan structures that grow managed populations and advanced payment models.

Our mission is to ADVANCE the overall health of each individual and population through innovative technology solutions that drive preventative care and evidence-based disease management. These solutions are powered by claims and clinical data derived from multiple sources that generate a master person longitudinal record. By placing these tools directly within the Electronic Health Record workflow, quality performance is improved, physician integration is strengthened and cost is reduced.

### Population Health Platform



#### **Applications**







#### **Algorithms**

- Sepsis
- TOC
- Readmissions
- HCC Suspected
- 3M
- Truven

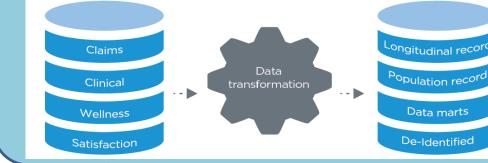
### **Analytics**



#### **EverydayWell**











#### **EMRs**

Allscripts Athena

Care4

Cerner eClinicalWorks GE Healthcare PointClickCare



#### **Paid Claims**

Aetna

Humana

BCBS

**MHHP** 

**CMS** 

**United Healthcare** 







### **SmartData Sources**



Aetna
Blue Cross Blue Shield
Humana
Memorial Hermann Health Plan
MSSP
United Healthcare

Allscripts (116 PCP & Specialty Clinics)
Athena (24 Urgent Care Clinics)
Cerner Millennium (15 Hospitals, 106 PCP & Specialty Clinics)
eClinicalWorks (124 PCP & Pediatric Clinics)
GE Centricity (2 PCP Clinics)
Greater Houston HIE
Post Acute: PointClick Care, HomeCare Homebase, etc.

United Surgical Partners International (3 Hospitals)

Allscripts (116 PCP & Specialty Clinics)
Cerner Millennium (15 Hospitals, 106 PCP & Specialty Clinics)
eClinicalWorks (124 PCP & Pediatric Clinics)
GE Centricity (2 PCP Clinics)

Cerner Millennium (Wellness Data)

Payer

Clinical (HIE)

Clinical (EMR)

\*Daily & Historical Extracts

Biometric

# **SmartRegistry**



### **SmartRegistry**



- Powered by Cerner's HealtheIntent platform, which creates a single person record across ~40 sources comprised of payor claims data and clinical data
- Places patients into different registries based on certain health condition(s)
- Allows clinicians to manage and improve the overall health of a population one person at a time
- Measures are heavily driven by CMS ACO Measures of Excellence, but also include a variety of Memorial Hermann custom measures

# List of Registries



Senior Wellness	Adult W	Adult Wellness Wellness			Childhood & Adolescent Immunizations	
Adult Diabetes		latory It Care	Asthma		Back Pain	
COPD	Depression		Heart Failure		Hepatitis C	
Hypertension D		Disease	Vascular Coronary Disease		natoid Iritis	

### **SmartRegistry Measures**



#### **For All Wellness Registries**

- Annual Office Visit (7+)
- Chlamydia Screening (Women 16-25)
- Depression Screening (12+)
- Tobacco Use Screening and Cessation (13+)

#### **Pediatric Wellness**

- Tobacco Exposure Screening
- Well-Child Visits (First 15 Months of Life; Yearly)

#### **Adult and Senior Wellness**

- BP Measurement / Rescreen if high
- BMI and Follow-Up Plan
- Bone Density Screening (Women 65-84)
- Breast Cancer Screening (Women 50-74)
- Cervical Cancer Screening (Women 21-64)
- Colorectal Cancer Screening (50-75)
- Depression Screening and Follow-Up Plan
- Fall Risk Screening (65+)
- Hepatitis C Screening (DOB 01/01/1945-12/31/1965)
- HIV Screening (18-64)
- HPV Vaccination (18-26)
- Influenza Vaccination
- Lipid Panel (q 5 yrs, Men 35+; Women 45+)
- Pneumococcal Vaccination (65+)
- Post-Osteoporotic Fracture Evaluation (50-85)
- Shingles Vaccination (60+)
- Screening Male Smoker for AAA (Males 65-75)
- TdaP Vaccination

#### Asthma:

• Medication Management

#### **Adult Diabetes**

- Anti-platelets for DM with IVD/CAD
- Blood Pressure < 140/90mm Hg
- Diabetes Tx Mgmt ACEi/ARB Therapy
- Eye Exam
- Foot Exam
- HbA1C and Lipid Monitoring
- HbA1C control (Goal <8%, Poor HbA1c >9%)
- Nephropathy Screening
- Semi-Annual Office Visit
- Statin Therapy- Diabetic Group

#### **Ambulatory Urgent Care:**

- Acute Otitis Externa Topical Therapy
- Avoidance of Antibiotic Treatment in patients with Acute Bronchitis
- Appropriate Treatment for Children with URI
- Appropriate Testing for Children with Pharyngitis

#### **Heart Failure**

- ACEI/ARB for Low EF (<40%)</li>
- Beta Blocker for Low EF (<40%)
- Beta Blocker Therapy After AMI
- Semi-Annual Office Visit

#### **Hypertension:**

• Blood Pressure < 140/90 mm Hg

#### Ischemic Vasc. Disease/Coronary Artery Disease

- AMI or CAD: ACEI or ARB if diabetic or EF <40%</li>
- Antiplatelet Therapy for DM with IVD/CAD
- Lipid-Lowering Therapy
- Statin Therapy- ASCVD Group

#### **Back Pain**

• Avoid Imaging for Low Back Pain

#### **COPD**

- Pneumococcal Vaccination
- Semi-Annual Office Visits

#### **Hepatitis C**

- Hepatitis A Vaccination
- Hepatitis B Vaccination

#### Depression

- Depression Remission- 12 Months
- Meds During Acute & Continuous Phase
- Utilization of Full PHQ-9 Tool

#### **Rheumatoid Arthritis Management**

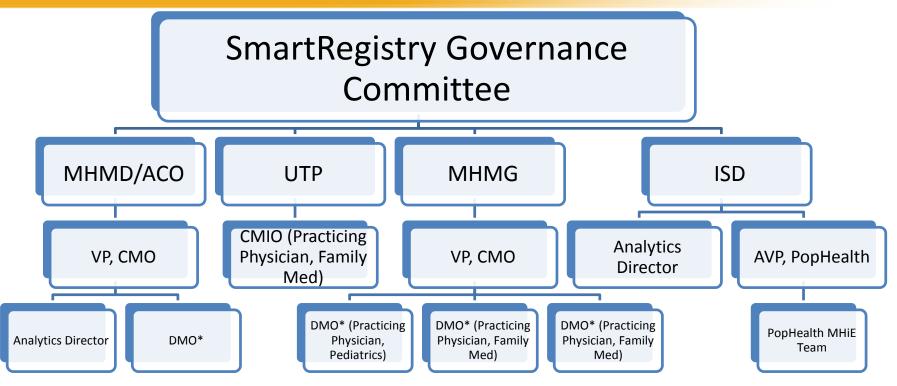
• Medication Management

#### **Childhood & Adolescent Immunizations:**

- DTaP
- Hepatitis A
- Hepatitis B
- HiB
- Human Papillomavirus (HPV)
- Influenza
- IPV
- Meningococcal
- MMR
- Pneumococcal Vaccination- Pediatric
- Rotavirus
- TdaP
- Varicella

## SmartRegistry Governance Committee





- Established August 2017
- Consists of key stakeholders from across the organization
- Scorecard and incentive discussions
- Positive feedback loop with practicing physician leaders

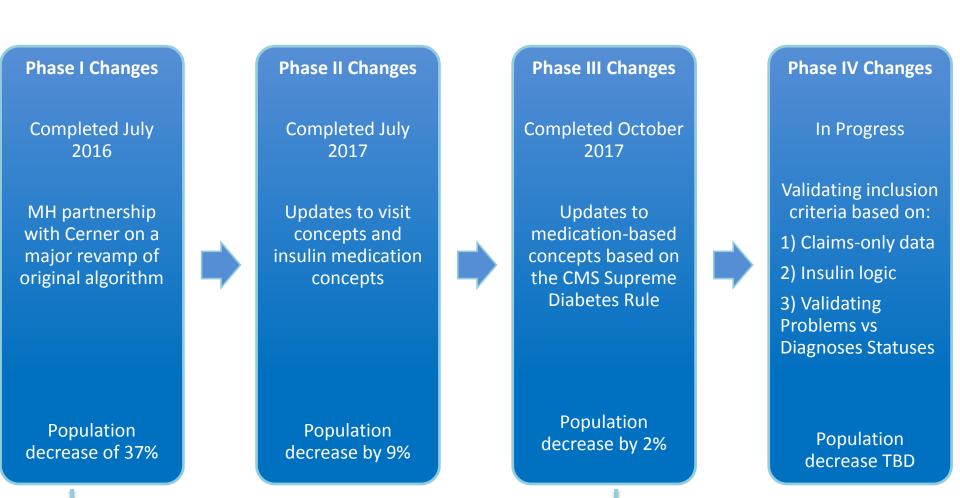
## SmartRegistry Governance Committee



- ISD facilitates monthly meetings to discuss registry and measure updates, changes, and workflow standardization
- Major decisions of the committee include:
  - Diabetes Algorithm Updates (Cerner adopted these as the Clinical Standard for all clients)
  - Onboarding new registries and measures
  - Retiring outdated measures
  - Updating content to yearly standards
  - Roll-out strategies to clinicians
  - Provider feedback

# Timeline of Adult Diabetes Registry Criteria Changes

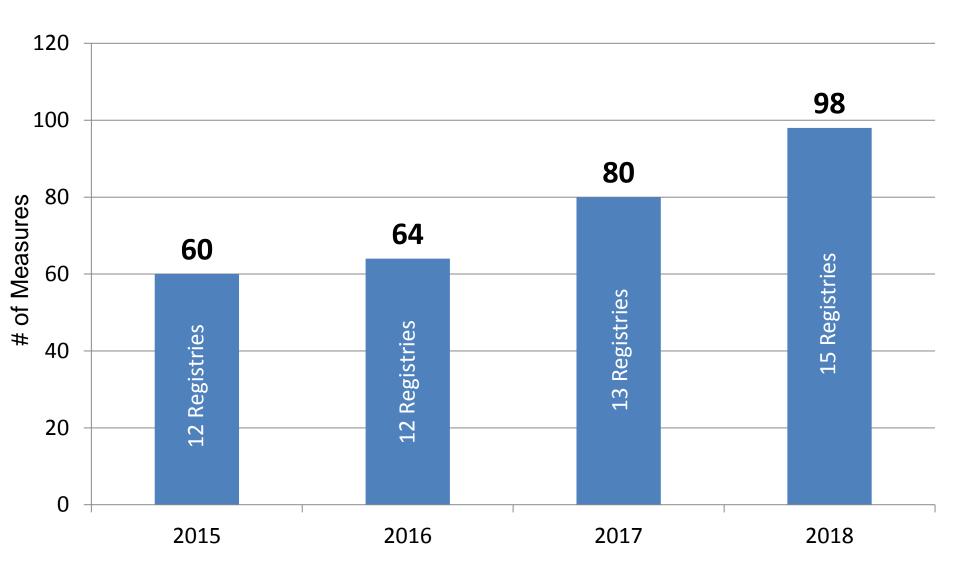




Overall population decrease of 47%.

# SmartRegistry Changes Over Time HERN





### **Data Mapping Process**



Workflow Analysis Identify all formats in each data source how the data must be documented to meet each measure Concept Mapping

Each concept is made up of hundreds of codes; ensure that each code is mapped appropriately

Proprietary Codes Standardized Facts Concepts Met Criteria

Data Intelligence
Dashboard
Validation

Validate that each mapped code has hits in the dashboard from each source

EMR E MASTECTOMY\_BILATERAL\_CLIN 945 MASTECTOMY BILATERAL PROC MASTECTOMY LEFT CLIN 700 MASTECTOMY LEFT PROC 109 1.722 MASTECTOMY UNILATERAL PRO 1.479 4,659 100 1.556 1.457 UnilateralMastectomy50 MASTECTOMY\_UNILATERAL\_PROC 713 FEMALE GEN 1.290.697 MAMMOGRAM BILATERAL OBSTVPS MAMMOGRAM BILATERAL PROC 923 323 148 302 MAMMOGRAM\_DOCUMENTED\_CPTF\_PROC 495,494 374.377 MAMMOGRAM\_OBSTYPE 38.135 1,132,739 787.214 MASTECTOMY\_LEFT\_CLIN MASTECTOMY LEFT PROC 109 1,722

Workflow Validation

Provide documentation for a standardized workflow in each individual data source for each measure

Breast Cancer Screening Place a Mammogram order (measure is met once the results are documented in the Results section). If done elsewhere, document in the procedure history section as "Mammogram" with the exam date in the Date field. A scanned mammogram will also meet this measure if scanned appropriately in the Mammogram folder with result date documented. NOTE: If a patient has had a double mastectomy, document as "Bilateral Mastectomy" in the patient's procedure history to exclude them from this measure. Patients with a unilateral mastectomy will still be included.

# Importance of Workflow Standardization



Work with clinical stakeholders to optimize and standardize workflows

Discretely documented information can be mapped

Breast Cancer Screening Place a Mammogram order (measure is met once the results are documented in the Results section). If done elsewhere, document in the procedure history section as "Mammogram" with the exam date in the Date field. A scanned mammogram will also meet this measure if scanned appropriately in the Mammogram folder with result date documented.

NOTE: If a patient has had a double mastectomy, document as "Bilateral Mastectomy" in the patient's procedure history to exclude them from this measure. Patients with a unilateral mastectomy will still be included.

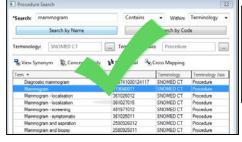
When the standardized workflow is followed, measures will be met

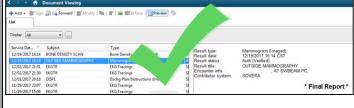
Interfaced Result

**Documented Procedure History** 

**Scanned Document** 

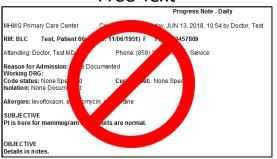






If standardized workflow has not been followed, the measures will not show as met

#### Free Text



### **Integrated Workflow Process**

Screening mammography

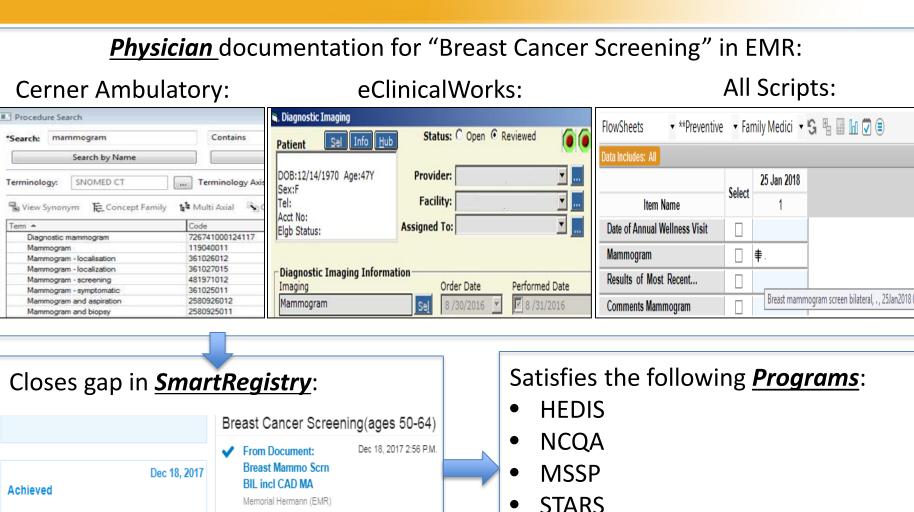
CPT-4 3014F

results documented and reviewed (PV)

Breast Cancer Screening(ages 50-64)

Dec 18, 2019





Jan 19, 2017

MIPS Quality

Commercial Contracts

# SmartRegistry: Point of Care (POC) Report



Point Of Care Document July 18, 2016 1 Test, Patient DOB: 01/01/1960 Age: 60 years Gender: Female MRN: MRN 1234 Location: Sugar Lakes Family Practice Appointment: Jul 18, 2016 10:20 AM Provider: Cantu, Nora Payer: Registry: Adult Wellness Measure Name Status **Due Date** Cervical Cancer Screening (ages 21-64) Not Achieved Due Now Influenza Vaccination Not Achieved Due Now Registry: Asthma All measures have been met for this registry at this time.

Registry: Heart Failure

All measures have been met for this registry at this time.

#### Registry: Hypertension

Measure Name	Status	Due Date	
Blood Pressure < 140/90 mm Hg	Not Achieved	1/31/17	

#### Registry: Ischemic Vascular Disease Coronary Artery Disease

All measures have been met for this registry at this time.

#### Diagnosis Persistence Blank fields indicate no data available

нсс	HCC Description	Diagnosis Persistence Condition	Code	Service Date	Source
58	Major Depressive, Bipolar, and Paranoid Disorders	Bipolar I disorder, most recent episode (or current) unspecified	296.7	5/20/14	Healtheintent
85	Congestive Heart Failure	Congestive heart failure, unspecified	428.0	2/24/14	Healtheintent

#### Suspected Diagnosis

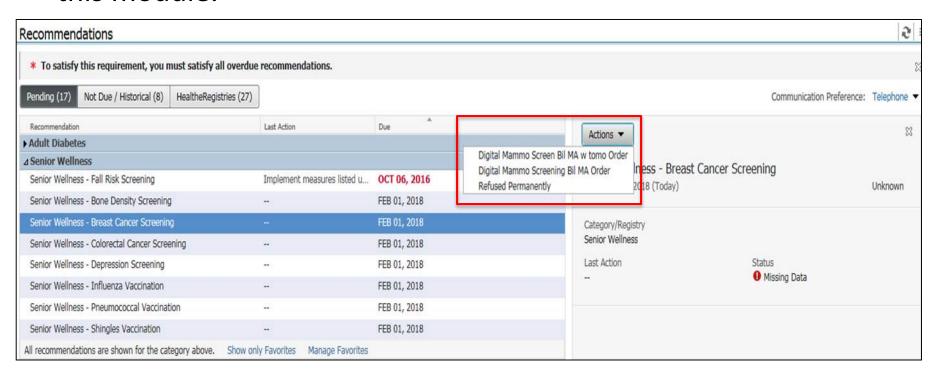
HCC	HCC Description	Supporting Fact	ts	Competing Facts
111	Chronic Obstructive Pulmonary Disease	ipratropium albuterol = true	7/3/16	No Competing Facts Found

- For EMRs that do not have the SmartRegistry component fully integrated, the Point of Care (POC) Report has been created to show the gaps of care for all patients (scorable and nonscorable).
- The Report shows three types of gaps:
  - Measures due now,
  - Measures due within six months and
  - Measures that have not been achieved.
- The Report also shows
   Hierarchical Condition Categories
   (HCC).

### Care<sup>4</sup> Integrated Workflow



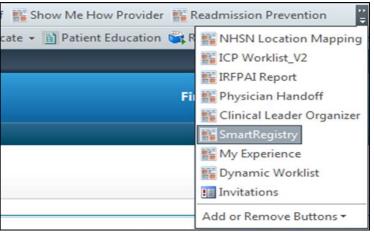
- Care<sup>4</sup> Ambulatory users have integrated access to Registry care gaps via the Recommendations Module.
- SmartRegistry care gaps can be addressed and are <u>actionable</u> via this module.

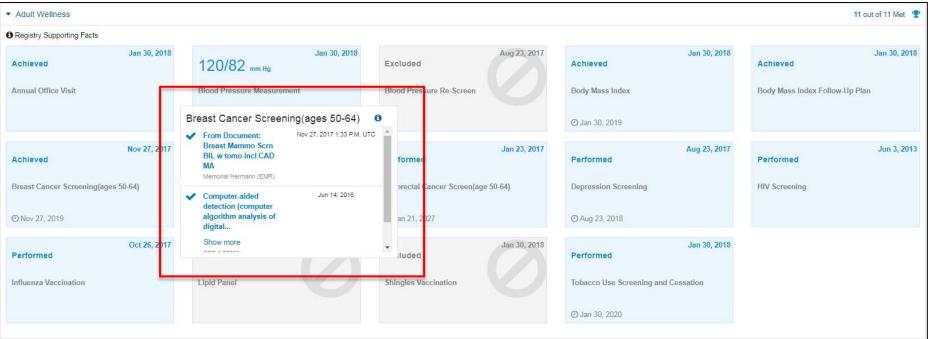


### Care<sup>4</sup> Integrated Workflow



- Care<sup>4</sup> Ambulatory users also have web-based access to the SmartRegistry portal directly from within the application.
- Web-based access allows physicians to view and filter their entire attributable patient population and scorecards.
- SmartAnalytics reporting and dashboards are also available within the web-based application.

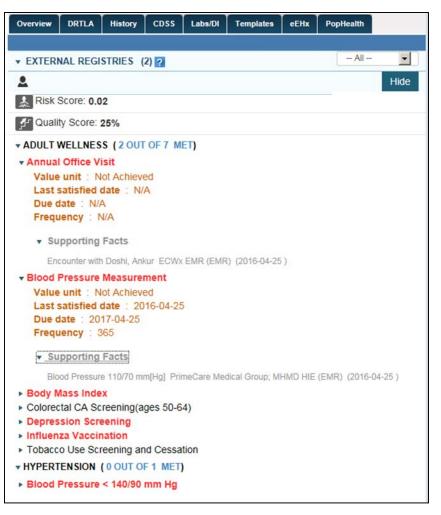




### eCW Integrated Workflow



 A fully integrated panel within eClinicalWorks displays gaps of care for patients via a SmartRegistry API call to SmartData.

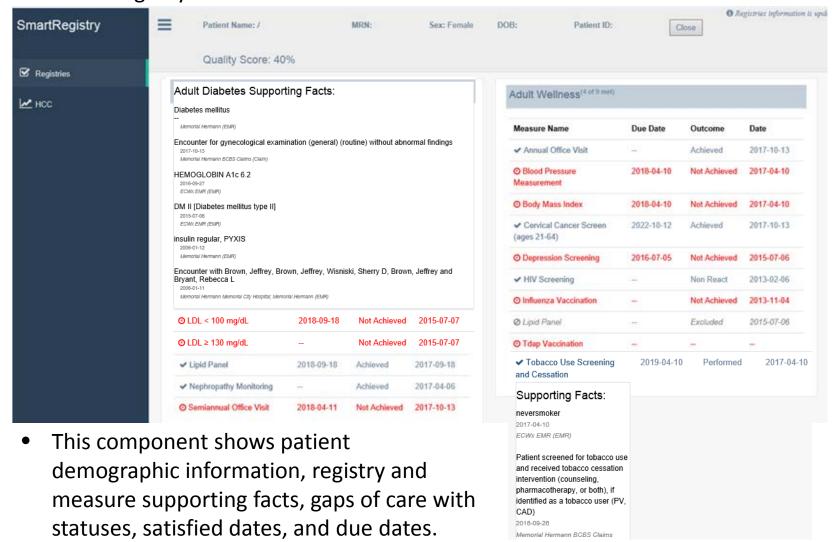


- Risk Score: represents a patient's overall expected health outcome or cost; the higher the risk score, the more costly than average a patient's care is likely to be.
- Quality Score: the overall score for patient's quality of measures completed and achieved.
- Measure Status:
  - Black measure has been performed and was successfully achieved.
  - Grey patient is excluded from this measure due to one of the exclusion rules.
  - Red measure has not been achieved or documentation is missing.
- Supporting Facts: supporting evidence explaining how the measure was achieved/performed (i.e. – claims data or EMR data)

### **AllScripts Workflow**



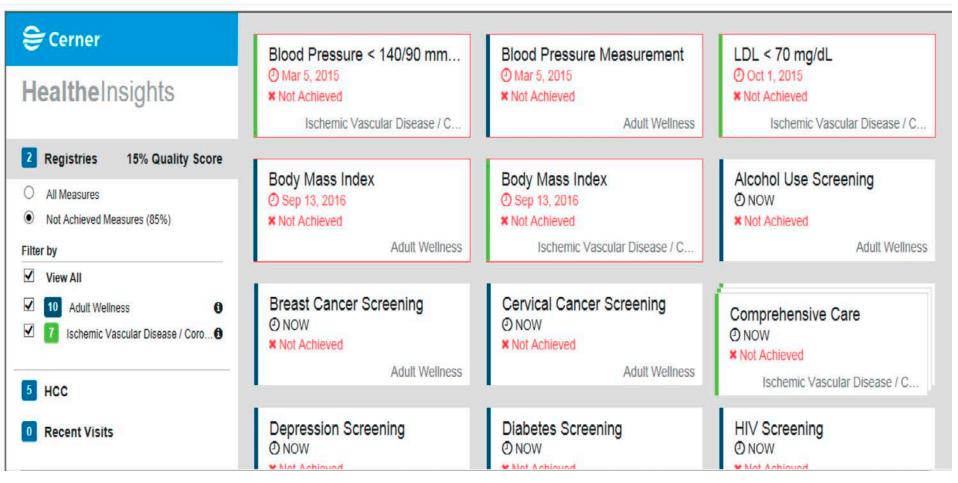
 A fully integrated panel within AllScripts displays gaps of care for patients via a SmartRegistry API call to SmartData.



# SmartRegistry: Smart on FHIR APP



 Memorial Hermann is currently working with various EMRs to deliver a HealtheInsights Smart APP in line within a Physicians workflow. This app displays patients care gaps from the SmartData platform.



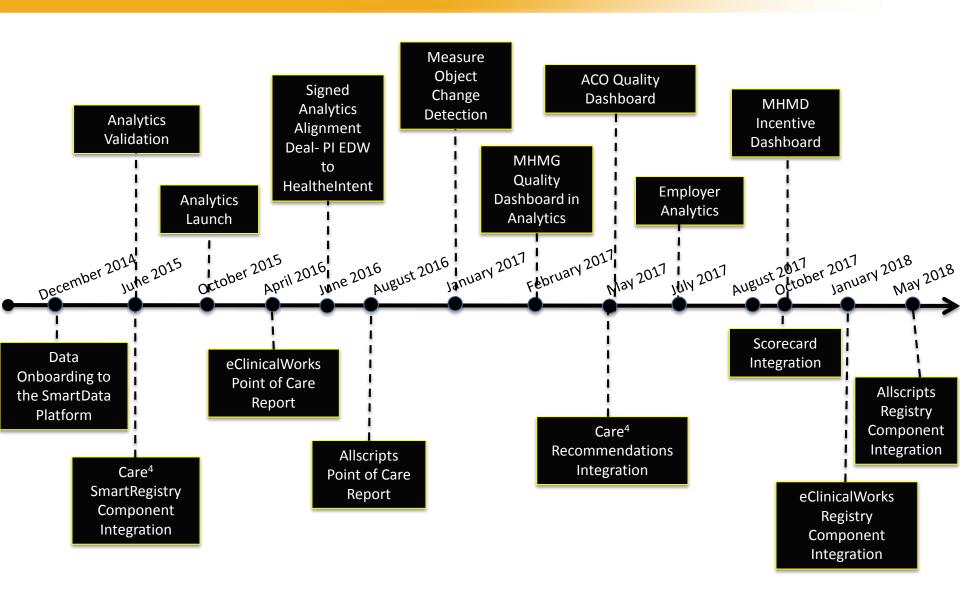
### **Lessons Learned**



- Validation is the KEY to success
  - There is no such thing as too much validation.
- Emphasis on standardized workflows
  - Understanding providers' workflow in each EMR and coding tool
- Understanding mapping processes
  - Proprietary codes, standardized codes, concepts, etc.
- Keep customizations to a minimum
  - Clinical Standard vs. MH Custom Measures
- Consistency across components
  - Similar builds across each EMR component

### **SmartData Timeline**





# **SmartAnalytics**



### **SmartAnalytics**

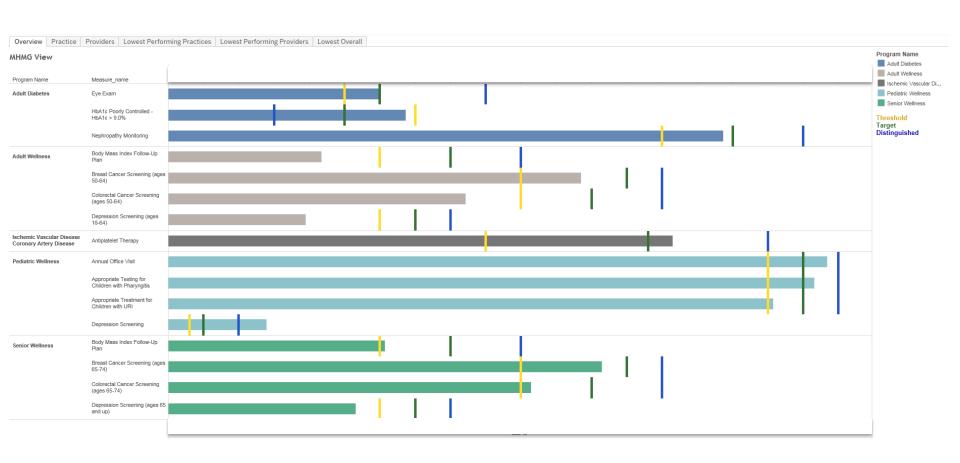


- Powered by Cerner's HealtheIntent platform, which creates a single person record across ~40 sources comprised of payer and clinical data
- All large data is processed through the normalization engine on the Hadoop platform
- Data is then made available through Business Objects or Tableau on a Vertica database that allows for highly tuned querying

# SmartAnalytics: MHMG Quality Dashboard

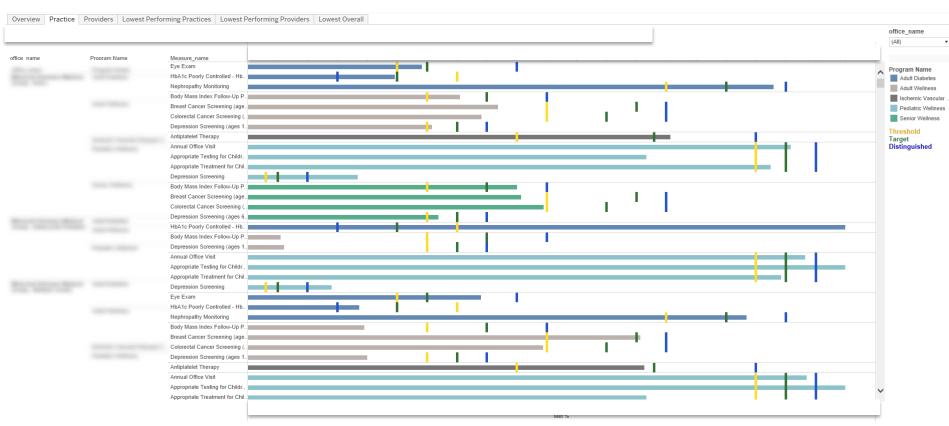


 Shows overall registry and measure quality scores for MHMG providers



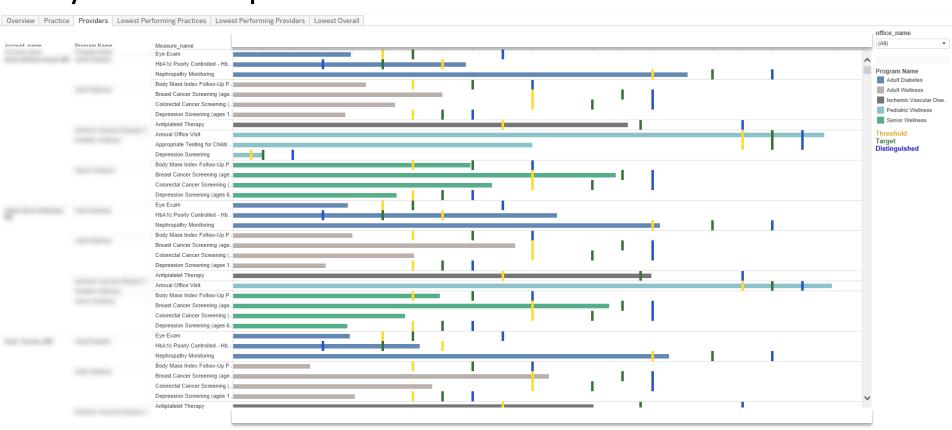


 Shows a breakdown of registry and measure performance by practice



# SmartAnalytics: MEMORIAI MHMG Quality – Provider ViewHERMANN

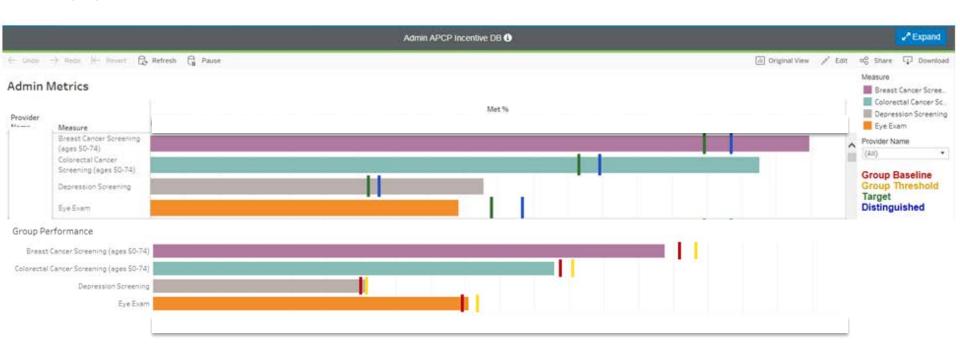
 Shows a breakdown of registry and measure performance by individual provider



## SmartAnalytics: Incentive Dashboard



 Shows a breakdown of registry and measure performance by provider for scorable measures



# MHMG Physician Results



Population	Measure	Initial Met %	End Met %	% Increase	Population Growth %
Adult	Annual Office Visit	83%	94%	11%	38%
Wellness  Panel Size	Depression Screening	11%	19%	8%	41%
~186,000	BP Measurement	77%	89%	12%	38%
Senior Wellness Panel Size ~65,000	Annual Office Visit	90%	97%	7%	24%
	Depression Screening	17%	26%	9%	24%
	BP Measurement	83%	91%	8%	24%
	вмі	86%	92%	6%	24%
Adult Diabetes  Panel Size ~37,000	Eye Exam	22%	28%	6%	33%

## **Employed Physician Results**





### **ACO Contract Performance**



Payor	Measure	Pre	Post	Savings Revenue
	Breast Cancer Screening	79.5%	80.0%	
Payor A	Diabetes A1c Testing	94.0%	94.5%	
84,418	Diabetes Control	67.5%	71.1%	\$636,787
Lives	Pediatric Well Child Visit	83.7%	86.6%	
	Post MI: Ace-I/ARB Therapy	89.8%	91.2%	
	Breast Cancer Screening	72.1%	73.3%	
Payor B	Cervical Cancer Screening	79.0%	80.0%	
103,675	Diabetic Care – Retinal Eye Exam	33.7%	40.1%	\$2,500,000
Lives	Diabetic Care – Nephropathy Screening	74.7%	84.6%	
	Diabetic Care – HbA1c <8%	35.9%	41.6%	

### **ACO Contract Performance**

(cont'd)

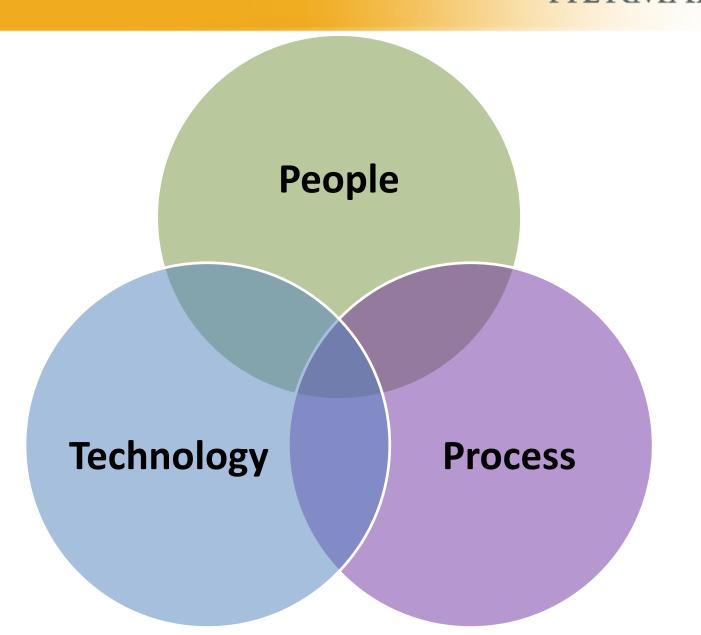


Payor	Measure	Pre	Post	Savings Revenue	
	Ace-1/ARB: Persistent use with lab monitoring	89.6%	92.1%		
Payor C	Diabetes: HbA1c <8%	60.9%	69.4%		
•	Diuretics: Persistent use with lab monitoring	88.2%	91.9%	\$636,787	
34,000 Lives	Persistent Medication with annual monitoring: ACE-1/ARB, Digoxin, Diuretics	89.1%	92.0%		
	Well child visits 3-6 years of life	81.9%	82.7%		
TOTAL				\$3,696,787	

# Final Thoughts



# ADVANCE Quality Performance AFRANCE



### Physician Feedback



"With continued improvements in the SmartRegistry application, I have been able to use this component within Cerner to help assure that I am addressing key health maintenance issues and helping patients remain up-to-date with treatment and prevention of chronic medical problems. Integration within the EHR and capturing claims data saves me time that would have otherwise been spent searching for data that previously may not have been easily available."



Director of Medical Operations, MHMG



# THANK YOU!!

