Data, Democracy and Dollars: Taking Care

November 2017
New York
Disclosure:

1. Funding from DOE/CDC/NIH
2. One month engagement with Innovacer Data
3. National Academy of Medicine Travel and Meetings
Retail department stores: 95 percent fewer U.S. department store chains are in operation today than in the 1960s.

Airlines: 75 percent fewer U.S. passenger airlines exist today compared to the 1970s.

Banking: 52 percent fewer banks exist today in the U.S. than in 1990.

Source: Deloitte Center for Health Solutions; The great consolidation: The potential for rapid consolidation of health systems
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A new wave of hospital mergers is driving market concentration higher. The blue bars denote the number of hospital merger and acquisition transactions in a given year; in the 1990s, penetration of managed-care insurers, with a mandate for more aggressive cost control, led hospitals to merge in response, strengthening their market power over the insurers. The Federal Trade Commission and the U.S. Department of Justice normally consider markets with HHI above 1,500 as “moderately concentrated” and markets with HHI above 2,500 as “highly concentrated,” triggering antitrust litigation. However, consolidated hospital markets have largely avoided antitrust litigation. Today, more than half of the hospital markets in the United States have an HHI above 2,500, meaning that the DOJ and FTC would consider them to be “highly concentrated.” (Source: A. Roy analysis, Robert Wood Johnson Foundation, Martin Gaynor, Irving Levin Associates, HHS ASPE)
Healthy Development: Considering Environment

- Epigenetics/gene expression
- Structural neuronal changes
- Hormonal alterations
- Cognitive, behavioral, social outcomes
Nurturing Development

• Nurturing practice
  – Relationship based
  – Longitudinal
  – Accountable (data driven)

• Nurturing environment for populations
  – Non-health sector interventions
  – Policies to support development
How Can We Look at Populations?

• Dollars
  – Corporate medicine, healthcare providers, physicians

• Democracy
  – Pediatricians, psychiatrists, people
  – Health models
Nurturing Care

• Characteristics
  – Longitudinal, data-driven
  – Patient centric, sustainable

• Cases
  – NYC Medicare ACO-Safety net/mission
  – North Phillie Vaux/Sharswood project
  – Columbus Partners for Kids
Rehospitalization Rates for ACO-Affiliated Hospitals vs. Non-ACO Hospitals, 2007–2013

Benefits of ACO Structure

- Streamlined communications with specialists
- Access to ACO-funded staff such as nurses and care coordinators
- Support for data analysis
- Enhanced ability to deliver team-based care
- Increased prestige.
What is Partners For Kids?

- Partnership between Nationwide Children’s and >1,000 physicians caring for children
- Responsible for improving the quality of care and lowering costs for >320,000 children
- Full financial risk through the 5 managed Medicaid plans as an “intermediary organization”
PFK's Place in the System

Partners For Kids Flow of Funds

Partners For Kids receives funds for each child in the program for the child's medical care.

Ohio Department of Medicaid → Pediatric Medicaid Managed Care Plans → Partners for Kids → Medical Care Providers → Surplus are reinvested into Child Health Programs
Where are the PFK Physicians?
Who are PFK’s Children?

- Over 320,000 children ages 0-18
- Urban Columbus to rural Appalachia
- Poor (<200% federal poverty level)
- More transient living situation
- Higher incidence of chronic disease
Care Coordination

Pre- and Post-enrollment Utilization Characteristics of Selected Patients Enrolled in Care Coordination 2014

![Graph showing pre- and post-enrollment utilization characteristics]

- Number of Inpatient Bed Days
  - Pre-enrollment: 300
  - Post-enrollment: 150

- Number of Emergency Department Visits
  - Pre-enrollment: 200
  - Post-enrollment: 100

Nationwide Children's
When your child needs a hospital, everything matters.
Keeping Complex Patients Home

Desired Direction of Change

Care Coordination Expanded

Med. Dir. of Comprehensive Health Care Service (CCHCS) Starts HCIA Grant Awarded/Feeding Tube Task Force Formed Dietician & RN Join CC Team

Census Patient Days per 100 Feeding-Tube Patients

Chart Type: Run Chart

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- Monthly Compliance
- Baseline Median(s)
- Baseline Periods
- Control Limits (N/A)
- Goal(s)

Census Inpatient Days

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Feeding Tube Cohort

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Proactively Managing Epilepsy

The chart illustrates the number of ED visits per 1000 patients per month from January 2012 to January 2015. The data is represented by different markers and lines:

- **Blue diamonds** represent **ED Visits**.
- **Red line** represents the **Baseline Mean(s)**.
- **Blue line** represents the **Baseline Periods**.
- **Red dotted line** represents the **Control Limits**.

The table at the bottom provides frequency data for ED visits and PFK patients:

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Preventing Antibiotic Resistance

Appropriate Treatment for Upper Respiratory Infection by Year - PFK Data
(Dx 460 or 465 only)

% Compliance


80.10% 81.00% 81.00% 82.70% 82.74% 87.32% 91.21%

90th %tile NCQA, 92.99%
75th %tile NCQA, 90.29%
50th %tile NCQA, 85.86%
Where the Money Goes for Care

Ohio Dept. of Medicaid $100 → Managed Care Plans $89 → Partners For Kids $41 → Nationwide Children’s

Retained
- Pay claims
- Provider contracting
- Member services
- Profit

Outside Entities
- $5 Dental
- $9 IP Hosp
- $6 OP Services
- $14 Doctors
- $14 Rx

Net Revenue
- $3 PAA
- $38 NCH

Note: Amounts are approximate portions based on combined (ABD & CFC, Central & SE) PFK 2013 results, scaled to $100 PMPM
National Leader for LGBTQ Equality, scoring a perfect 100 on the Municipal Quality Index (Human Rights Campaign, 2015)

For Population Growth (U.S. Census Bureau)

For Job Growth (U.S. Bureau of Labor Statistics)

Top 10 City for Young Professionals

Intelligent Community of the Year (Intelligent Community Forum June 2015)

No. 3 best city millennials (TIME, September 2015)

15th Fastest Growing City in the Country
Franklin County Opportunity Index Map

RED = LEAST OPPORTUNITY/HIGHEST RISK

HNHF Zone 06*

Population: 1,856

612 Children
- Under 5 years: 23%
- 5 to 19 years: 77%

73% Minority
- Black, Non-Hispanic: 69%
- White, Non-Hispanic: 27%
- Hispanic: 3%
- Asian: 2%
- Multiracial: 4%

493 Families

23.6% of 1,021 housing units are owner-occupied

Per Capita Income
$17,581

Source: 2012 Census Data for Census Tract 0056.10

= 100 People
HEALTHY NEIGHBORHOODS
HEALTHY FAMILIES

EDUCATION

WORKFORCE DEVELOPMENT

HEALTHY NEIGHBORHOODS
HEALTHY FAMILIES

SAFE & ACCESSIBLE NEIGHBORHOODS

AFFORDABLE HOUSING

HEALTH & WELLNESS

NATIONWIDE CHILDREN'S
When your child needs a hospital, everything matters.
12.8% decrease in ED visits for asthma
Healthy Homes

Before

After

Impacted more than 300 residential properties
HEALTHY NEIGHBORHOODS
HEALTHY FAMILIES
Vacancy Rate 2009 - 2016

HEALTHY NEIGHBORHOODS HEALTHY FAMILIES
AFFORDABLE HOUSING

Residences at Career Gateway

58 units of affordable housing combined with onsite workforce development training
PAX Good Behavior Game for Elementary School Students

63% decrease in disruptive behaviors in 2015
Mentoring

More than 150 employees were trained to mentor youth
SPARK provides:

- Books
- Educational Supplies
- Monthly Lessons

96% of children were kindergarten-ready compared to 32% before.
Nurturing Development

• Healthcare
  – Less time charting/billing/management
  – Team care
    • Fewer physicians
    • Lower pay
    • Greater satisfaction
  – Family driven AI and incentives
HEALTHY NEIGHBORHOODS
HEALTHY FAMILIES

Nurturing Development

• Nurturing environment
  – Broad prevention programs in schools and communities
  – Income support programs (eg EITC, Livable wage, UBI)
  – Marketing/media interventions
  – Culture war
Finishing Up

- Frugal innovation
- Improving communities
- Accepting accountability