Population Health: Shifting from health care to Health

Women and Children's Program
Oregon Region

Kristine Larison, RN MBA
Program Executive
Agenda

• Providence Vision
• Pregnancy Care Package
• Healthier Kids, together
Providence Health & Services, St. Joseph Health and our affiliates share a quest to improve the well-being of each person we serve. Our seven-state union of accomplished organizations is connected by a common calling to transform health care.

We provide $1.3 billion in community benefit annually. Together, we have:

- 106K CAREGIVERS
- 23k PHYSICIANS
- 50 HOSPITALS
- 829 CLINICS
Journey from Sickness to Health

Population Health

2017-2019 Oregon Region

Strategic Intent:
We will excel at population health while providing personalized compassionate care.

Population Health means that we are accountable for improving the health outcomes, experience and affordability for the people who choose Providence.

From Sickness
High $$$
Our Mission: As people of Providence, we reveal God’s love for all, especially the poor and vulnerable, through our compassionate service.
Pregnancy Care Package Overview
Providence Health & Services
Oregon Region
Pregnancy Care in the US is expensive without optimal outcomes
Pregnancy care in the US is the most expensive in the world, without the best outcomes

“The USA spends more than any other country on health care, and more on maternal health than any other type of hospital care.”

Despite this, women in the USA have a higher risk of dying of pregnancy-related complications than those in 49 other countries, including Kuwait, Bulgaria, and South Korea.”
Pregnancy Care Package Overview

Sponsored by Oregon Region Women & Children’s Program

Design
• Targets low and medium risk pregnancies
• Evidence-based design decisions
• Integrated practice unit orientation
• Connected care across entire continuum
• Group and 1:1 care
• Traditional health care workers

Objectives
• 15% reduction in the cost of pregnancy care
• Same or better clinical outcomes and patient experience
HHS goal is to have 30% of Health Care Payments in alternative payment models by 2016 and 50% by 2018.

- Improve patient outcomes
- Enhance health system performance
- Control Cost
  - 2011 Clinical transformation council grant/charter
  - 2012 Design
  - 2012-13 pilot Providence Women’s Clinic East.
  - 2014 Full implementation East
  - 2015 begin spread to PWC west.
  - 2016 Full implementation-metric refinement, CNM guidelines revised, doula scope expanded, marking materials, metric refinement
Primary Triple Aim Metrics

**Affordability**
- Average Cost of Total Pregnancy Care (prenatal + hospital)
- Average hospital length of stay in hours (LOS)
- C-section rate

**Population Health**
- Newborn standard screens completed
- Elective deliveries \(\geq 39 \text{ weeks} \leq 41 \text{ weeks}\)

**Patient Experience**
- Prenatal net promoter score
- Inpatient net promoter score
Pregnancy Care Package Design

Product development design approach, patient centric

Connected care across entire continuum

Integrated practice unit model of care

Prenatal

Group and 1:1 visits

Traditional healthcare workers

Equipment to support physiological birth

OB Navigator

Midwife

Doula

Nurse

Pediatrician

Social Worker

Labor & Delivery

Postpartum
Locations for the Pregnancy Care Package

Providence Women’s Clinic East
Mature midwifery practice with a dedicated OB/GYN Medical Director

- Providence Portland Medical Center has updated birthing suites, designed to promote physiologic birth

Providence Women’s Clinic St. Vincent
New, robust midwifery practice and track

- Autonomous OB and CNM practices are within the same clinic
- St. Vincent Medical Center has the highest maternity volume in Oregon

Over 1,300 patients have participated in the pregnancy care package

Plans for future spread in Oregon
## Pregnancy Care Package Results

### Providence Women’s Clinic – East Portland & Providence Portland Medical Center

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>2014</th>
<th>2015</th>
<th>H1 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery Volume</td>
<td>-</td>
<td>492</td>
<td>497 (238 H1 2015)</td>
<td>298</td>
</tr>
<tr>
<td>Clinic volume increase</td>
<td>N/A</td>
<td>9.1%</td>
<td>1.0%</td>
<td>25.2%</td>
</tr>
<tr>
<td>Patient satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall prenatal care</td>
<td>85%</td>
<td>98.4%</td>
<td>100%</td>
<td>95.8%</td>
</tr>
<tr>
<td>Overall inpatient care</td>
<td>85%</td>
<td>88.0%</td>
<td>97.1%</td>
<td>90.9%</td>
</tr>
</tbody>
</table>
## Pregnancy Care Package Clinical Results

<table>
<thead>
<tr>
<th>Metric</th>
<th>2015 Results</th>
<th>H1 2016 Results PWC – East Portland</th>
<th>H1 2016 Results PWC – St. Vincent</th>
<th>PPMC &amp; PSV Last 12 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary C-section rate</td>
<td>12.8%</td>
<td>12.4%</td>
<td>16.1%</td>
<td>18.1% &amp; 19.9%</td>
</tr>
<tr>
<td>Total C-section rate</td>
<td>18.9%</td>
<td>20.1%</td>
<td>20.1%</td>
<td>27.6% &amp; 29.8%</td>
</tr>
<tr>
<td>NTSV</td>
<td>15.8%</td>
<td>21.1%</td>
<td>15.9%</td>
<td>19.9% &amp; 23.1%</td>
</tr>
<tr>
<td>Epidural Rate</td>
<td>47%</td>
<td>54%</td>
<td>61%</td>
<td>-</td>
</tr>
<tr>
<td>Elective deliveries: 39 weeks ≥ 41 weeks</td>
<td>2.6%</td>
<td>0.8%</td>
<td>1.0%</td>
<td>3.6%</td>
</tr>
</tbody>
</table>
First Half 2016
Progress of Pregnancy Care Package

• Estimated inpatient direct cost of Pregnancy Care Package patient is **11% lower** than other low-risk patients.

• **497 Pregnancy Care Package deliveries** between the two locations
  – 298 at PWC-EP/PPMC
  – 199 at PWC-PSV/PSVMC
  – Due list indicates additional growth through 2016

• **Doulas have increased their scope of practice** to include support in the OR during C-sections and during the postpartum stay

• **New Certified Nurse Midwife Guidelines** were developed and approved

• Pregnancy care package **brochure and informational videos** were developed for further marketing of the care package
Millennials, Technology & Pregnancy Care

• Millennials themselves identify technology use as what makes their generation unique
• 83% report sleeping with their smartphone
• 1 in 4 Millennial moms do half or more of their shopping online

Source: Pew Research
Highly Social and Connected

- Millennial moms report an average of 3.4 social media accounts.
- 56% of Millennial women visit a social networking site at least once per day (33% visit several times).
- Median number of Facebook friends = 250.

Source: Pew Research Center
Appetite for Apps

- 45% currently use digital health technology; 34% plan to in the future
- 27% used a health or fitness app in the last year
- 70% of Millennials would choose a physician who offers a patient mobile app (allowing patients to make appointments, see bills, view health data, etc.) over one who does not
Application: Circle by Providence

• New app that connects expectant and new moms to health information, services and care
• Provides pregnancy and parenting info addressing frequently asked questions
• Offers Providence-specific to-dos and trackers
Application: Circle Facilitates Convenient Care

• Sends appointment reminders
• Integrates with patient portal
• Helps moms access appropriate care
• Supports breastfeeding, including after-hours help via telehealth
Learnings

Spreading to an MD/CNM practice required optimization

– Modified new patient intake process (messaging and new OB appointment) for a mixed practice model clinic at Providence Women’s Clinic, St. Vincent.
– Hired Medical Director for pregnancy care package.
– Evaluating MD back-up in the hospital – Clinic OBs and hospitalists

Evolution or consumer preferences outpace delivery systems and payers ability to respond

– Single, transparent price for delivery and newborn charges

Complexity of healthcare limits care package go-to-market

– Payers, delivery systems unprepared for payment administration
– Difficulty incorporating a single bundle with a single price in overall benefit design
Providence Health & Services in Oregon has identified childhood wellness, specifically childhood obesity, as a priority for community collaboration and investment in the next ten years to improve the health of our populations.
Why Healthier Kids, Together

- Obesity rates in the United States have more than doubled amongst young children and have quadrupled among adolescents in the past 30 years.

- Obesity is the number two cause of preventable death in Oregon and nationally – second only to tobacco use.

- Alarmingly, 2015 data shows that obesity prevalence in Oregon’s adolescents is trending upwards and reveals disparities based on race and ethnicity.

<table>
<thead>
<tr>
<th>OREGON HEALTHY TEENS 2015: Obesity rate by race and ethnicity</th>
</tr>
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<tbody>
<tr>
<td>Race</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>White</td>
</tr>
<tr>
<td>African American</td>
</tr>
<tr>
<td>Asian or Islander</td>
</tr>
<tr>
<td>American Indian</td>
</tr>
<tr>
<td>Latino</td>
</tr>
</tbody>
</table>
Raised body mass index (BMI) is a major risk factor for diseases such as cardiovascular disease, type 2 diabetes and many cancers (including colorectal cancer and kidney cancer).

Children who are obese have a greater risk for chronic disease and psychological stress and are at an increased risk for becoming obese as adults.

Providence is the largest provider of children’s care in Oregon. Newborn care, primary care, developmental care, child and adolescent psychiatric services.
Why Healthier Kids, Together

Providence System
Ages 2-18
136,523 patients
A different approach

Isolated Impact

Collective Impact

Collective impact is the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem.

Source: Channeling Change: Making Collective Impact Work, 2012, FSG Interviews and Analysis
Collective Impact

Community Health Division
Health Plan
Women and Children’s
Government Affairs
Foundations
Medical Group
Health Education
Delivery System
Community Partners
Community Resources for Healthy Kids

Kristin Jordan RN, MPH
Best Practices in Childhood Obesity Interventions

<table>
<thead>
<tr>
<th>Components of Program</th>
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<tbody>
<tr>
<td>• Long-term, sustainable, and broad-based</td>
</tr>
<tr>
<td>• Involve schools/community</td>
</tr>
<tr>
<td>• Involve health care providers</td>
</tr>
<tr>
<td>• Involve the entire family</td>
</tr>
<tr>
<td>• Focus on increased physical activity</td>
</tr>
<tr>
<td>• Focus on improved diet</td>
</tr>
<tr>
<td>• Incorporate culturally acceptable diet and physical activity policies</td>
</tr>
</tbody>
</table>
• Goal: Changing environments and policies wherever children and families, live, learn, work, and play to make the healthy choice, the easy choice.

• The program’s signature initiative is its “5-2-1-0” message, which encourages children to have five or more fruits and vegetables each day, two hours or less of recreational screen time, one hour or more of physical activity and zero sugary drinks.

• Let’s Go!’s multi-setting approach includes collaboration with local child care programs, schools, out-of-school programs, healthcare practices, workplaces, and communities.
Best Practices in Childhood Obesity Interventions

• **Goal:** Improving nutrition, increasing physical activity, and reducing obesity in preschool, elementary, and middle school aged children.

• Conducted in schools and after-school programs, and incorporates familial and community involvement in a comprehensive effort to reduce cardiovascular disease.

• *CATCH* is based on the CDC’s Coordinated School Health model and impacts four aspects of a child’s learning environment: classroom, physical education, nutrition services, and family.
Service Area: North Coast

Organization: Way to Wellville

Program: Clatsop County Kids GO

Goal:
• Combined effort of mentorship and healthy behaviors for kids, to combat childhood obesity in Clatsop County.

Focus:
• Nutrition: Healthy eating habits, access to healthy foods
• Emotional: Body image, emotional development
• Physical Activity: Increased physical activity access

Intervention:
• 12 – 24 weeks
• Collaborating with five school districts’ elementary schools, working with school nurses and counselors.
• Approaches children at their learning abilities with trauma sensitive principles.
• Dedicated director to work individually with each child one hour per week and in group settings for classes
Service Area: Portland

Organization: American Diabetes Association

Program: Let’s Play Portland

Goal:
• Prevention and management of childhood obesity and chronic conditions through wellness and nutrition education and physical activity.
• Measurable increase in the physical activity of 3rd, 4th, and 5th grade students.

Focus:
• Nutrition: CATCH education, 2 Wellness events
• Physical Activity: CATCH education, Activity tracking (sqords)

Intervention:
• 1150 students in grades K-5 in the David Douglas School District
• Implemented throughout 2016-2017 school year
Providence Resources for Healthy Kids

Evon Anukam PharmD, MPH candidate
Program/Initiative: Providence Health and Fitness Days

Location: Providence Park

Overview:
- Partnership with Portland Timbers.
- Provide fun, educational activities in an engaging atmosphere to motivate students to make healthy choices.
- Elementary, middle, and high school students from across the Portland area attend.
- Providence staff and volunteers host tables on a variety of health topics.
- Since the event began in 2011 over 70,000 students have attended.
Department/Facility: Providence Milwaukie Hospital

Program/Initiative: Community Teaching Kitchen

Location: Providence Milwaukie

Overview:

- Creating a healthier community through regular screening for food insecurity, nutrition counseling, and access to a patient navigator.
- Launched in February 2016 with initial funding from the Providence Milwaukie Foundation.
- Partnership with Pacific Foods, Oregon Food Bank, OSU Extension.
- Offer Cooking Matters Classes – 6 weeks, hands-on.
- Receive referrals from PMG and other local clinics.
Program/Initiative: Screen & Intervene, Food Security
Location: PMG Residency Clinics - PMG Milwaukie & Southeast

Overview:
• Partnership between PH&S and Impact NW.
• Using the Hunger Vital Sign™, a 2-question validated screening tool, to identify young children in households at risk of food insecurity.
• Families with children 0-18yrs. are screened at every well child check.
• MA facilitates the process at rooming.
• Average screen positive rate between the two clinics is 15%
• Impact NW contacts families within one to three business days to assess immediate needs and connect to programs such as SNAP, WIC, food pantries, meals sites as well as other social services.
• Top 3 needs: Food, housing, and dental.
• Integrated screening questions and results into Epic.
Program/Initiative: **Movin It Kids Summer Camps using sqords**

Location: Portland Service Area

Overview:
- Partnered with summer camps and rolled out the program to two schools in the fall in Portland.
- Part of an innovation project.
- Currently partnering with the Boys and Girls Clubs in the Portland area to provide sqords for children who are members of the clubs. Intel is providing support by doing evaluation and measurement.
Planning for the Future

Pam Mariea-Nason RN, MBA
Rank the big ideas

A. Healthy campaign targeted at 4-6 year olds and families
B. Coordinated touches from birth through adolescence within Providence
C. Create coordinated messaging across sectors – from Providence to schools and communities
D. Create a steering group to create branded messages, programs and community partnerships
E. “Open source” program partnering with other health systems and policy leaders to create a generational approach

19% 19% 20% 23% 20%
Our Vision: **Systems** of Care and **Destinations** of Care

**SYSTEMS OF CARE**
- Women's Health
- Children's Health
  - Wellness
  - Primary Care
  - Developmental Health
  - Hospital Care
  - Speciality Care
  - Family Support
  - Care Coordination

**DESTINATIONS OF CARE**
- Women's and Children's Health is POPULATION HEALTH

We will excel at population health while providing personalized compassionate care.