MAKING THE CASE – HOW TEAM-BASED APPROACHES IMPROVE VALUE

AHA Team Training Monthly Webinar
October 24, 2019
RULES OF ENGAGEMENT

• Audio for the webinar can be accessed in two ways:
  • Through the phone (*Please mute your computer speakers)
  • Through your computer

• A Q&A session will be held at the end of the presentation

• Written questions are encouraged throughout the presentation and will be answered during the Q&A session
  • To submit a question, type it into the Chat Area and send it at any time during the presentation
UPCOMING TEAM TRAINING EVENTS

Courses

New! TeamSTEPPS Master Training Course for Outpatient Care
Nov 6-7 | Durham, NC
Learn more and register.

Registration for 2020 Master Training, Fundamentals and Specialty courses are now open! View our course schedule to learn more and register.

Webinars

Register for the November webinar: Strategies for Staff Engagement - Leading the Low Performer
Nov 19 | 12:00 – 1:00 PM ET (11 CT, 10 MT, 9 PT)
Learn more about our National Conference to be held June 3-5, 2020 in New Orleans. We’re looking for presenters and poster authors – You can view our Call for Proposals here.
CONTACT INFORMATION

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Making the Case – How Team-based Approaches Improve Value
Overview

- National context and call for greater affordability
- How hospitals are using team-based care to promote value (improving outcomes, enhancing patient experience and lowering costs)
- Metrics that can be used to build the case for the investment in team-based care
Employers are seeing a prolonged respite from double-digit premium increases, but these are still running at two times CPI.

More employers describe company health care as “out of control” this year.

Source: Prepared for: Strategic Health Perspectives, Base: Employers who Provide Health Benefits (n=332), Q1700: In general, would you say that the inflation of your company’s health care costs is completely under control, somewhat under control, somewhat out of control, or totally out of control?
National Per Capital Expenditures Growing

National Per Capita Expenditures for CMS Programs (Medicaid, CHIP and Medicare)

Per capita, spending continues to rise for federal sponsored health programs due to program and coverage expansions.

Source: Centers for Medicare & Medicaid Services, Office of the Actuary, National Health Statistics Group.
9 out of 10 Americans Have Health Insurance

COVERAGE ≠ ACCESS
$7,726
Is the amount paid by a typical family of four with large employer health coverage for insurance premiums and cost sharing in 2018

18%
That is 18% more than 2013, and outpaces the 8% increase in inflation and 12% increase in wages in that time

3X
The average deductibles for employer-sponsored plans tripled between 2008 and 2018.

A Bigger Bite for Health Care

Percent Change In Middle-income Households’ Spending On Basic Needs (2007-2014)

Health Care Affordability in the United States

One in four Americans (25%) say the cost of health care is the biggest concern facing their family.

One in three Americans (33%) report that they could not access care in the last year because of cost.

Cost of Caring on the Rise

Average Inpatient Drug Spending per Admission

Inpatient Drug Spending per Admission has Increased Substantially Since 2013.

Cost of Caring on the Rise

Number in Millions

The number of Americans with chronic conditions is rapidly rising.

Chronic Care Spending

86% of health care spending is on patients with one or more chronic conditions.

Improving Value for Our Communities

Value \[=\] Outcomes & Patient Experience

Cost
## Improving Value for Our Communities

### Redesign the Delivery System
- Coordination of care
- Clinically integrated networks
- Primary Care Medical Homes
- Chronic care management
- Telehealth
- Community-based alternatives
- Community partnerships including public health

### Improve Quality and Outcomes
- Address equity of care and health disparities
- Evidence-based care/ analytics
- Reduce clinical and operational variation
- Eliminate unnecessary utilization
- Advanced medical technologies
- Personalized medicine health literacy levels
- Environmental challenges

### Manage Risk and Offer New Payment Models
- Move to value-based payments
- Population health management
- Address social determinants
- High-need/high-cost approaches
- Partner/own health plan

### Implement Operational Solutions
- New process improvements
- Cost reductions
- Utilize cost accounting and data
- Support clinicians’ practices to their level of education
- Create a culture geared to value not volume
Low-tech Solutions

Tech-light
Simple
Human
Scalable
“A true team-based-scenario is a holarchy: everybody has something crucial to contribute, and everybody brings different pieces to the table. Without a true team-based approach, you cannot have a system focused on quality and safety.”

- Zubin Damania, MD (aka ZDoggMD)
Poll #1: Do You Work On An Interdisciplinary Team?

- Always
- Often
- Sometimes
- Rarely
- Never
Poll #2: How Common Are Interdisciplinary Care Teams at Your Organization?

- Very common
- Somewhat common
- Rare
- We do not have interdisciplinary care teams
National Academy of Medicine
Definition of Team-based Care
The provision of health services to individuals, families, and/or their communities by at least two health providers who work collaboratively with patients and their caregivers – to the extent preferred by each patient – to accomplish shared goals within and across settings to achieve coordinated high-quality care.
# Principles of High-Performing Teams

<table>
<thead>
<tr>
<th>Principle</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Shared Goals</td>
<td>The team establishes shared goals that can be clearly articulated, understood, and supported by all members</td>
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<tr>
<td>Clear Roles</td>
<td>Clear expectations for each team member’s functions, responsibilities, and accountabilities</td>
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<td>Mutual Trust</td>
<td>Team members trust one another and feel safe enough within the team to admit a mistake, ask a question, offer new data, or try a new skill without fear of embarrassment or punishment</td>
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<td>Effective Communication</td>
<td>The team prioritizes and continuously refines its communications skills and has consistent channels for efficient, bidirectional communication</td>
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<td>Measurable Processes and Outcomes</td>
<td>Reliable and ongoing assessment of team structure, function, and performance that is provided as actionable feedback to all team members to improve performance</td>
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An Interdisciplinary Team

Source: Hospice Of Northeastern Illinois
Poll #3: Do You Engage Patients and Families as Part of the Team?

- Always
- Often
- Sometimes
- Rarely
- Never
Poll #4: Do You Engage those Outside your Organization as part of the Team?

- Always
- Often
- Sometimes
- Rarely
- Never
Benefits of Team-based Care

More Efficient 63%
Improved Quality of Care 53%
Increased Patient Satisfaction 50%
Increased Staff Satisfaction 36%
Improved Financial Outcomes 19%
Other 3%
None 6%

Source: American College of Cardiology.
Poll #5: Does Your Hospital Measure the Impact of Team-based Care on Value?
Members in Action:
Intermountain HealthCare

Behavioral Health Integration

- Team-based program integrates behavioral health into every patient visit
- Team members include physicians, social workers, therapists, psychiatrists, care guides, advocates, care managers, nutritionists, pharmacists and peer mentors
- Implemented in 51 clinics; 44 in the pipeline
- Saved $13 million per year
Team-based Care Reduces Costs

The Impact of Team-based Care on Utilization and Cost

- Emergency Room Visits: Reduced 23%
- Hospital Admissions: Reduced 10.6%
- Primary Care Encounters: Reduced 7%
- Payments to Providers: Reduced 3.3%

Team-based Care Improves Outcomes

Clinical Study Results: Team-based Care vs. Traditional Practice Management

Collaborative Care Model

- Integrated team of primary care providers and behavioral health specialists (licensed clinical social workers or psychologists)
- Leverages technology, through a mobile app, to allow the team to better connect with patients
- 72% of patients reported feeling more connected to the care team and expressed overall satisfaction with their care

Members in Action: Montefiore Health System

Connect with your care team.
Transitions Program

- 24/7, home-based palliative care for patients with advanced chronic illness
- Team of doctors, social workers, nurses and spiritual support visit patients in their homes
- Cut hospital admissions in half; and decreased length of stay for those admitted by 50% or more
- Savings per participant per month range from $2,690 for dementia to $4,258 for cancer

Members in Action: Sharp Healthcare
Interdisciplinary care teams, including nurses, social workers, pharmacists and clinical therapists, huddle twice per day to discuss the needs and progress of each patient.

- Conduct risk assessments to identify patients more likely to be readmitted and examine patient’s social needs.
- Reduced readmissions by 42% and saved $819,797 over 18 months.

Members in Action: Columbus Community Hospital

Interdisciplinary Care Team Huddles
Members in Action: Sharp Healthcare

Care Transitions Interventions

- Team of nurses, social workers, and financial service advisors provide care transition coaching and community resources for vulnerable patients
- Team includes those from community organizations, including 2-1-1 San Diego
- Significant reduction in readmission rates and length of stay
The Bridge Program meets patients’ needs in the comfort of their homes.

- Partnership with the Appalachia Agency for Senior Citizens (AASC)
- Teams, including case workers, pharmacists, respiratory therapists and representatives from administration and a primary care clinic, make home visits to recently discharged patients
- Avoidable readmissions decreased from 11.8% to 7.8%
Members in Action: Sinai Health System

Asthma Care Partners

- Community health worker model to educate, support and guide patients
- 59-62% reduction in asthma symptoms
- Reduced ED visits by 75%
- Hospital visits reduced by 80%
- $3-8 averted for every $1 spent on the program
Members in Action: Metro Health System

TeamStepps to Improve Quality and the Patient Experience

- MetroHealth trained all of their staff in TeamStepps and identified champions
- Established 15 Action Councils that develop and evaluate quality improvement projects focused on patient safety, the patient experience and optimizing processes
- Improved AHRQ Patient Safety Scores
- Increased safety event reports
Are Our Team-based Approaches Creating Value?
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QUALITY OUTCOMES
Measure improved processes
*Examples:* amount of time it takes to receive a service or percent adherence to an evidence-based guideline

Measure improved outcomes
*Examples:* readmission or complication rate
Are Our Team-based Approaches Creating Value?

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*Examples*: amount of time it takes to receive a service or percent adherence to an evidence-based guideline

Measure improved outcomes
*Examples*: readmission or complication rate

**PATIENT EXPERIENCE**
Measure experiences and what matters most to patients
*Examples*: HCAHPS scores, department or unit-level surveys, interviews, or focus groups
Are Our Team-based Approaches Creating Value?

**COST**
Measure cost savings
*Examples: estimated savings from avoidable readmissions or decreased utilization of ED or urgent care services*

**QUALITY OUTCOMES**
Measure improved processes
*Examples: amount of time it takes to receive a service or percent adherence to an evidence-based guideline*

Measure improved outcomes
*Examples: readmission or complication rate*

**PATIENT EXPERIENCE**
Measure experiences and what matters most to patients
*Examples: HCAHPS scores, department or unit-level surveys, interviews, or focus groups*
Thought Leadership on Affordability

THE Value Initiative

- **Issue Briefs**: Start the conversation
- **Executive Forums**: Perspectives and strategies
- **Innovative Activities**: Real solutions that promote value
- **Members in Action Series**: Success stories from the field
- **Voices on Value**: Expert insights from outside the field
- **Data**: Trends and support for federal policy solutions
You are invited to explore The Value Initiative at:

www.aha.org/TheValueInitiative

THE Value Initiative

Tools, resources and education to help you improve affordability and promote value in your communities.

pbathija@aha.org
QUESTIONS?

- Stay in touch! Email teamtraining@aha.org or visit www.aha.org/teamtraining