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The Texas Regional Approach to DSRIP Waivers: Success, Challenges and Sustainability

Essential Hospitals Institute

July 23, 2014

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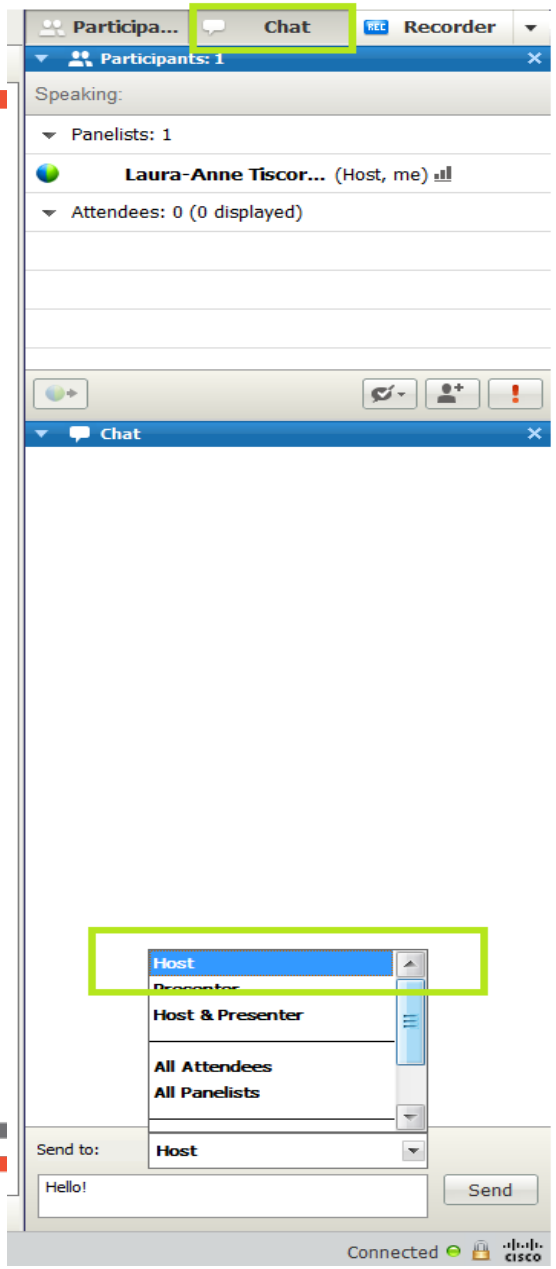

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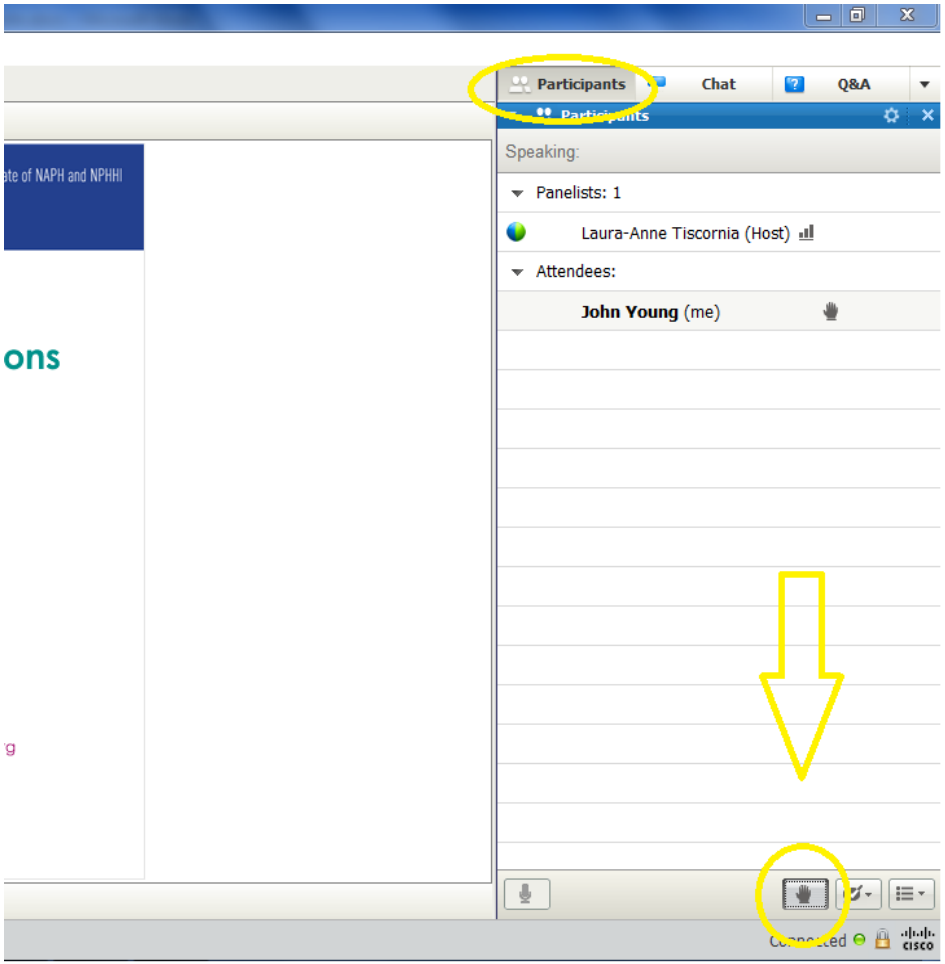

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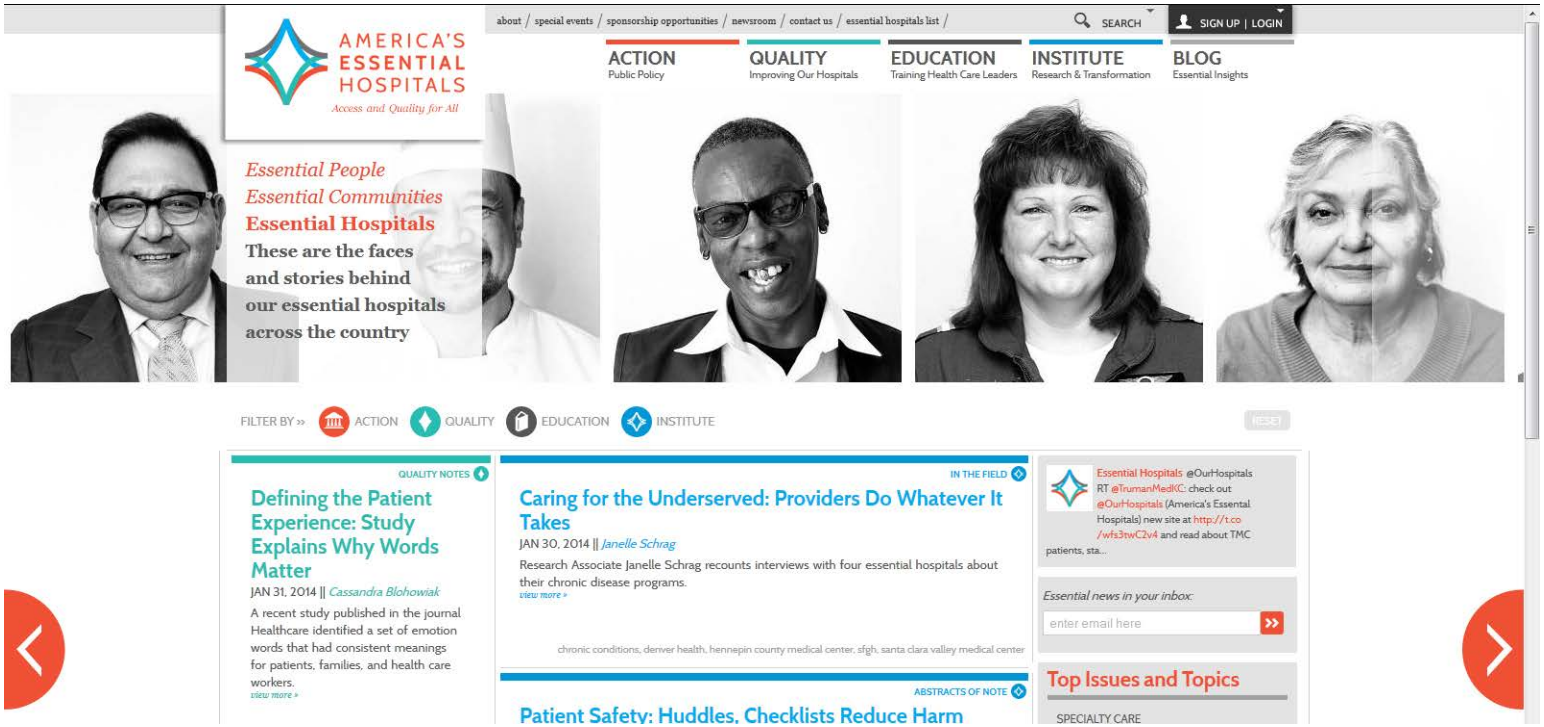

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SPEAKERS

Jeffrey Levin, MD, MSPH
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DSRIP Waiver Sustainability: Northeast Texas Approach

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Senior Vice President for Clinical and Academic Affairs

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Associate Vice President, Planning and Public Policy

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Presentation Outline

- **Regional Perspective (Daniel Deslatte)**
  - Regional Structure
  - Financing

- **Provider Perspective (Dr. Jeff Levin)**
  - Implementation Approach
  - Measuring Success (Milestones & Metrics)
  - Best Practices

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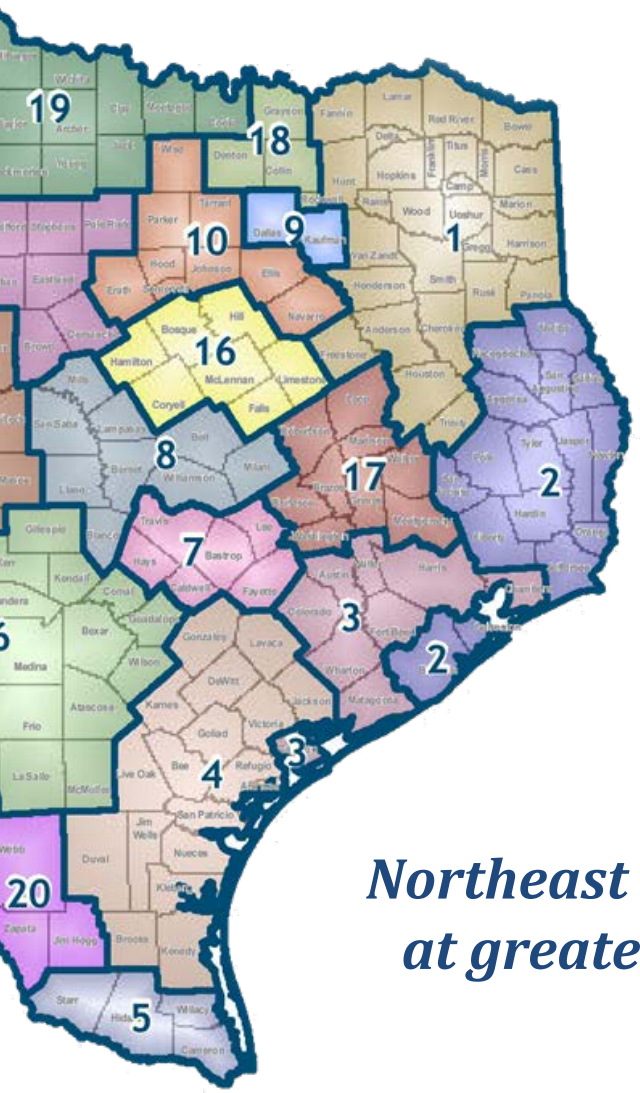
Northeast Texas



	Northeast Texas	Texas
Population	1.3 million	25.1 million
Counties	28	254
Rural Population	53.9%	17.5%
Median Age	41	33.6
Per Capita Income	$19,386	$24,870
Bachelor's Degree	13.2%	25.8%
Minority Population	24.8%	29.6%
Hispanic Origin	13.1%	37.6%

Northeast Texas is older, poorer, less well educated and at greater risk of early death than the state average.

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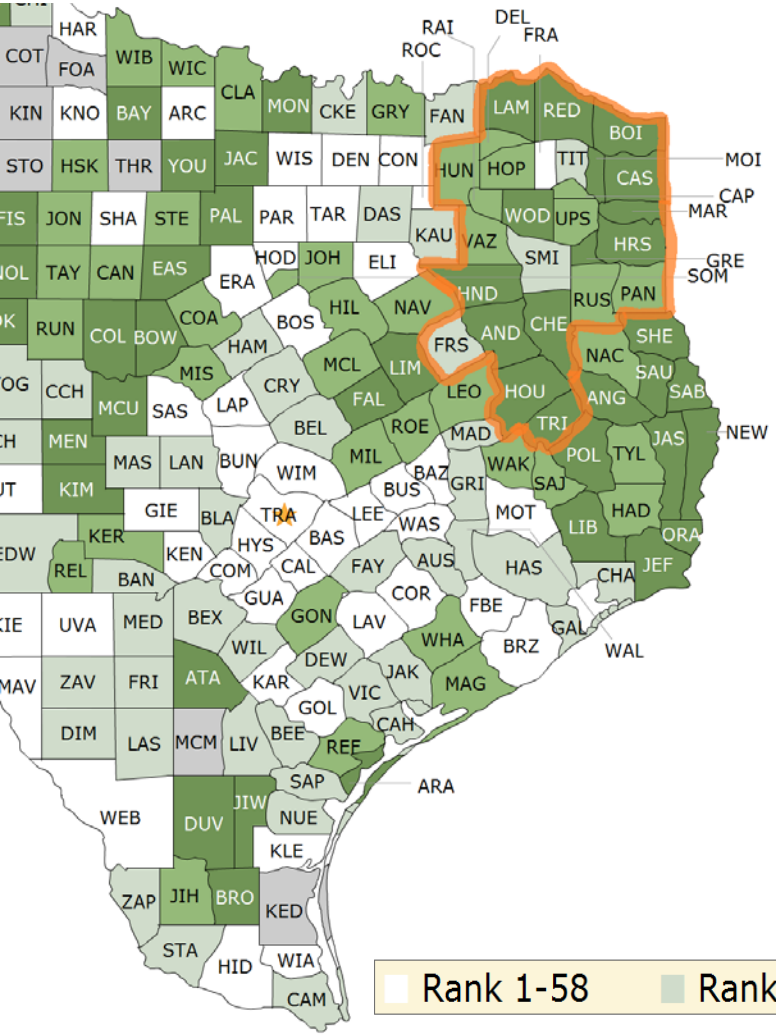
Health Outcomes & Risk Factors



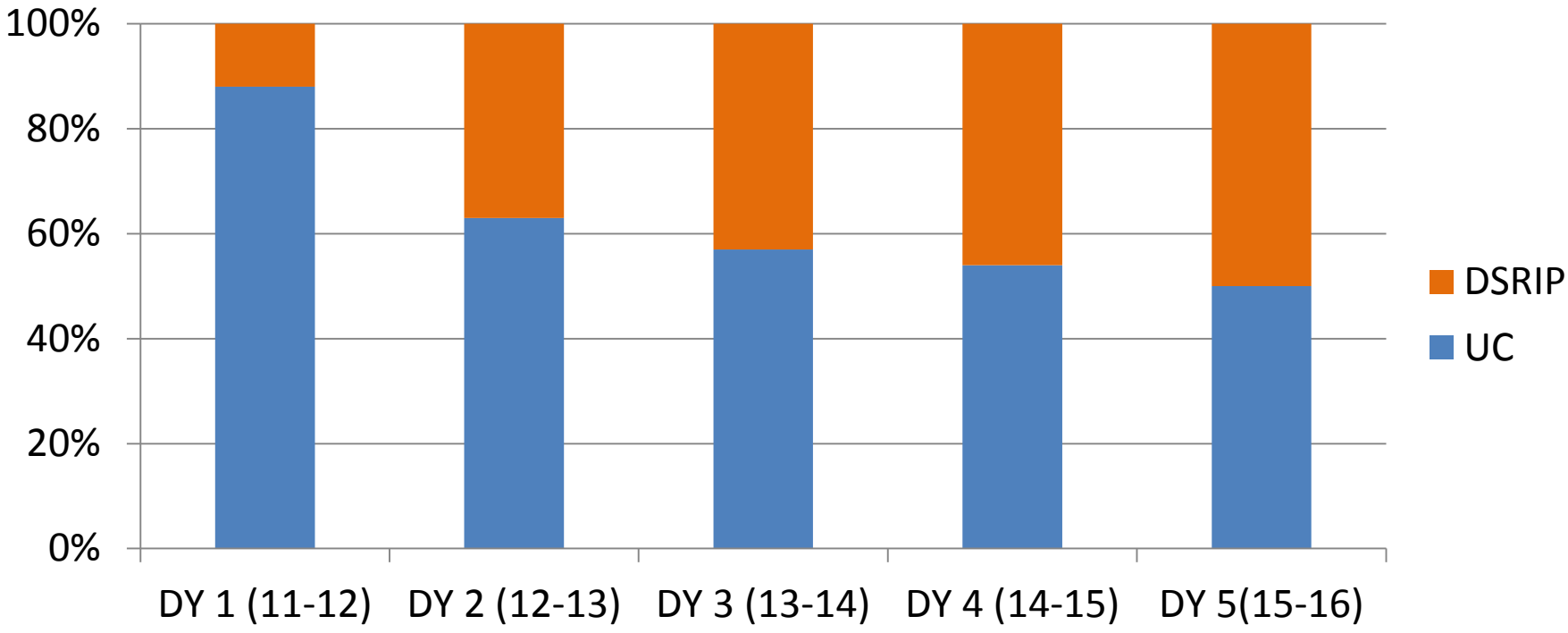
- **Health Outcomes:** Over half of counties in Northeast Texas are in the bottom quartile of counties in health outcomes.

- **Health Risk Factors:** Over one third of counties in Northeast Texas are in the bottom quartile of counties in health risk factors.

Rank 1-58 | Rank 59-116 | Rank 117-174 | Rank 175-232 | Not Ranked

Waiver Financing

- Funding levels shift over the demonstration years, giving greater emphasis on DSRIP rather than UC.



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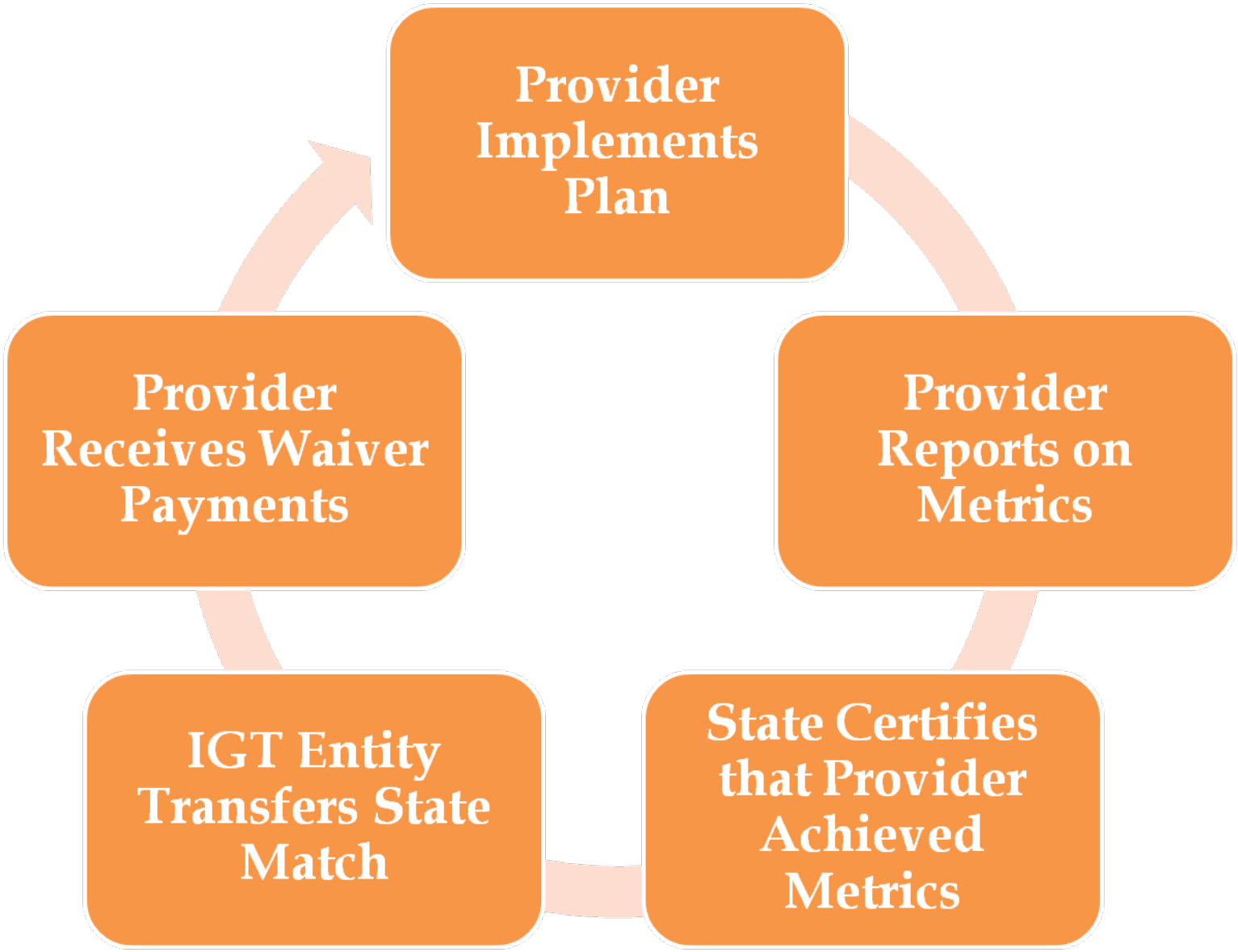
DSRIP Payment Process



Regional Health Partners

- As Anchor, UT Health is the lead agency responsible for coordinating the development, approval, and implementation of a five year, $456 million regional health plan designed to transform the healthcare delivery system across a 28 county region in Northeast Texas.

Provider Type	Total
Local Mental Health Authorities	6
Public Hospitals	8
Private Hospitals	9
Academic Health Science Center	1
Local Public Health Department	2

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Regional Health Plan

- Clear focus of the regional health plan is on addressing the most pressing community needs.

Community Need	Total Projects	Total Value (Cat 1-3)	% of Plan (Value)
Primary & Specialty Care	37	$183.2m	41.99%
Behavioral Health Services	21	$78.5m	17.99%
Care Navigation (ED Use)	13	$46.8m	10.72%
TOP 3 PROJECT AREAS:	**71**	**$308.5m**	**70.7%**

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Demonstration Projects

As a provider, UT Health Northeast has the largest share of healthcare transformation work, more than any other provider, housed in its Center for Rural Community Health.

- Behavioral Health Integration
- CHW Training Program
- Colon Cancer Screening Awareness
- North Tyler Clinic
- Oral Health
- Patient Centered Medical Home – UPA
- Patient Centered Medical Home – GSMC
- Patient Navigation Services
- Pediatric Asthma Mobile Unit
- Pediatric Weight Management
- Quality Improvement
- Supportive / Palliative Care
- Specialty Care Services
- Telepsych Network
- Tuberculosis Identification and Treatment
- Care Transitions Program
- Crisis Stabilization Unit
- Dental Service Expansion
- Establish Primary Care Clinic
- Intensive Outpatient Services
- Patient Centered Medical Home – CSM

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Keys to Success

- **Accountability:** Dedicate needed resources to implement and manage projects. Use metrics to drive accountability.

- **Sustainability :** Integrated project design is critical to sustainability of achievement.

- **Collaboration:** Transformation in isolation is not transformation. For patient benefit, providers must be willing to share and implement best practices.

- **Commitment:** To be successful in DSRIP, you must fully commit. Partial achievement is failure.

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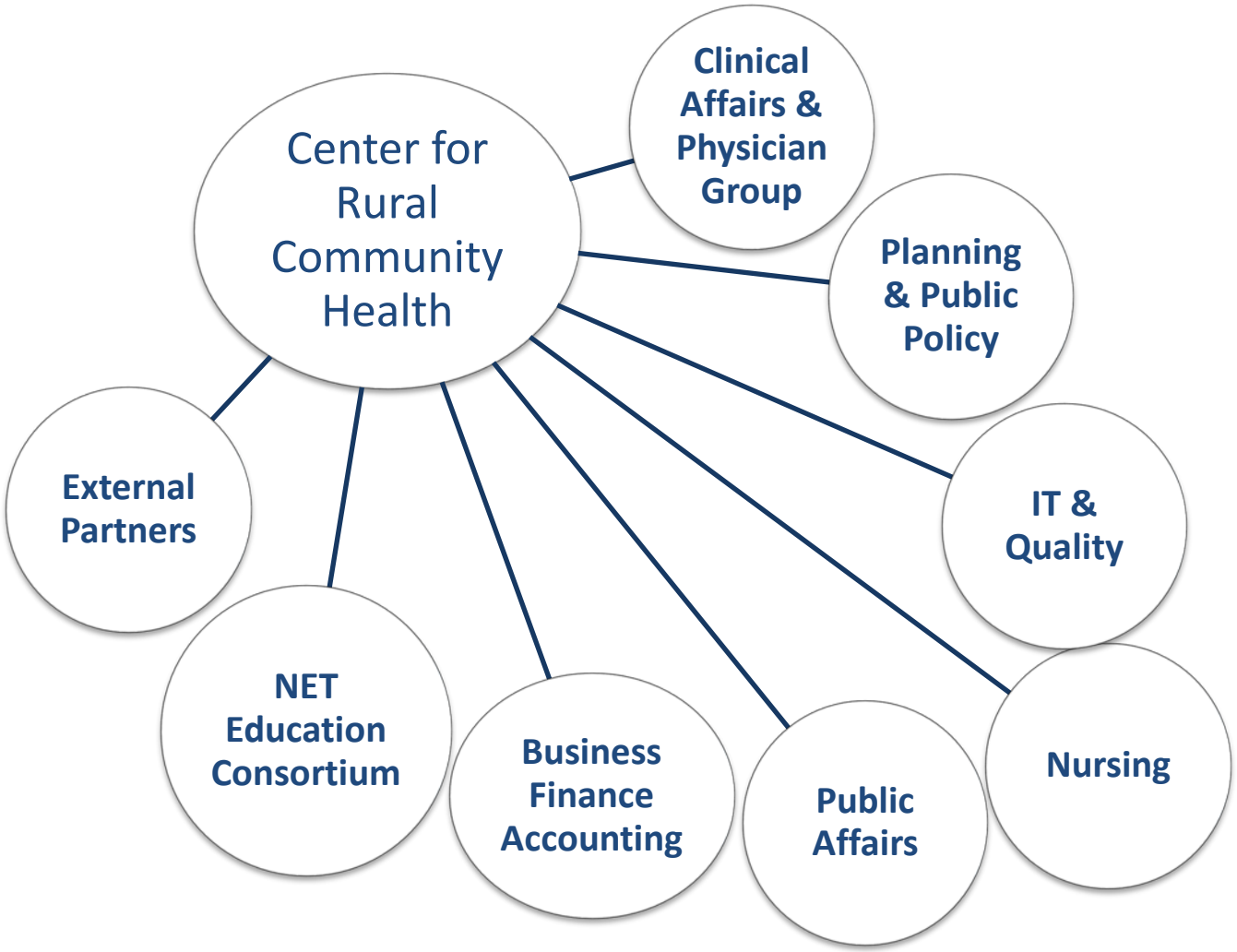
Implementation Approach



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Example - Accountability

Plan

- Assign individual ownership with defined expectations
- Evaluate and assign potential impact
- Define milestones, deliverables, and schedule

Execute

- Track and maintain adherence to timelines
- Communicate clearly about status and adjustments needed
- Reprioritize and respond to changes

Monitor

- Understand gaps and how to address them
- Measure status on financial and operational targets
- Monitor and report metrics and performance

Project Milestones & Metrics

Types of Metrics

- Process Milestones
- Improvement Milestones
- Outcome Improvement Targets

Improvement Milestone and Target Examples

- Increased Colorectal Cancer Screening Utilization
- Decreased ED Admissions
- Increased Number of Supportive Care Consults
- Increased Number of Community Health Worker Trainees

Project Example - Sustainability

- **Project:** Behavioral Health Integration
- **Summary:** Integrate primary and behavioral health care services by adding behavioral health professionals and CHWs to primary care teams.

Integration becomes the way we do business, not just a time-limited project.

Project Example - Collaboration

- **Project:** Congestive Heart Failure Quality Improvement
- **Summary:** Partnership between three hospitals to reduce congestive heart failure readmissions.

Collaboration means sharing (even among competitors) best practices to improve patient care.

Project Example - Commitment

- **Project:** North Tyler Clinic
- **Summary:** Increase access to a largely minority, underserved area of Smith County by establishing an open access clinic to provide primary care services and referral channels.

We created a new clinic, hired new providers, and cared for an underserved population. Failure is not an option for us or the patients.

Barriers & Challenges

- **Provider Recruitment:** Recruiting providers (physicians, nurse practitioners, etc.) is very difficult in a rural environment.

- **Data Management:** Accessing the data necessary to demonstrate achievement of project metrics is difficult, even in systems that use an electronic health record.

- **Delays in Project Approval or Revisions:** We are currently in DY 3 of the Waiver and providers are still finalizing their outcome measures. This has made operationalizing projects much more difficult and complex.

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Contact Information

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UPCOMING EVENT

- **Leadership Summit on State Medicaid Waivers**
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