New ACOs
Early Implementation Challenges

Stephen Nuckolls

Chief Executive Officer

Coastal Carolina Health Care, P.A.

September 16, 2013

Coastal Carolina Health Care, PA

50+ Providers (60% PCP)

- Internal Medicine
- Family Practice
- Emergency Medicine
- Cardiology
- Endocrinology
- Hematology/Oncology
- Gastroenterology
- Neurology
- Pulmonary/CC
- Rheumatology

12 Clinic Locations

- Imaging Center
- Urgent Care
- Sleep Lab
- GI ASC

Integrated Enterprise-wide EHR

All Providers are Meaningful Users of EHR

Experience with Population Health Management and Reporting

ACO

100% Owned by Medical Practice

Started Program April 1, 2012

11,000+ Attributed Beneficiaries

$100 Million Estimated Claims Budget

Advanced Payment Model ACO

11 Care Managers and Data Analyst
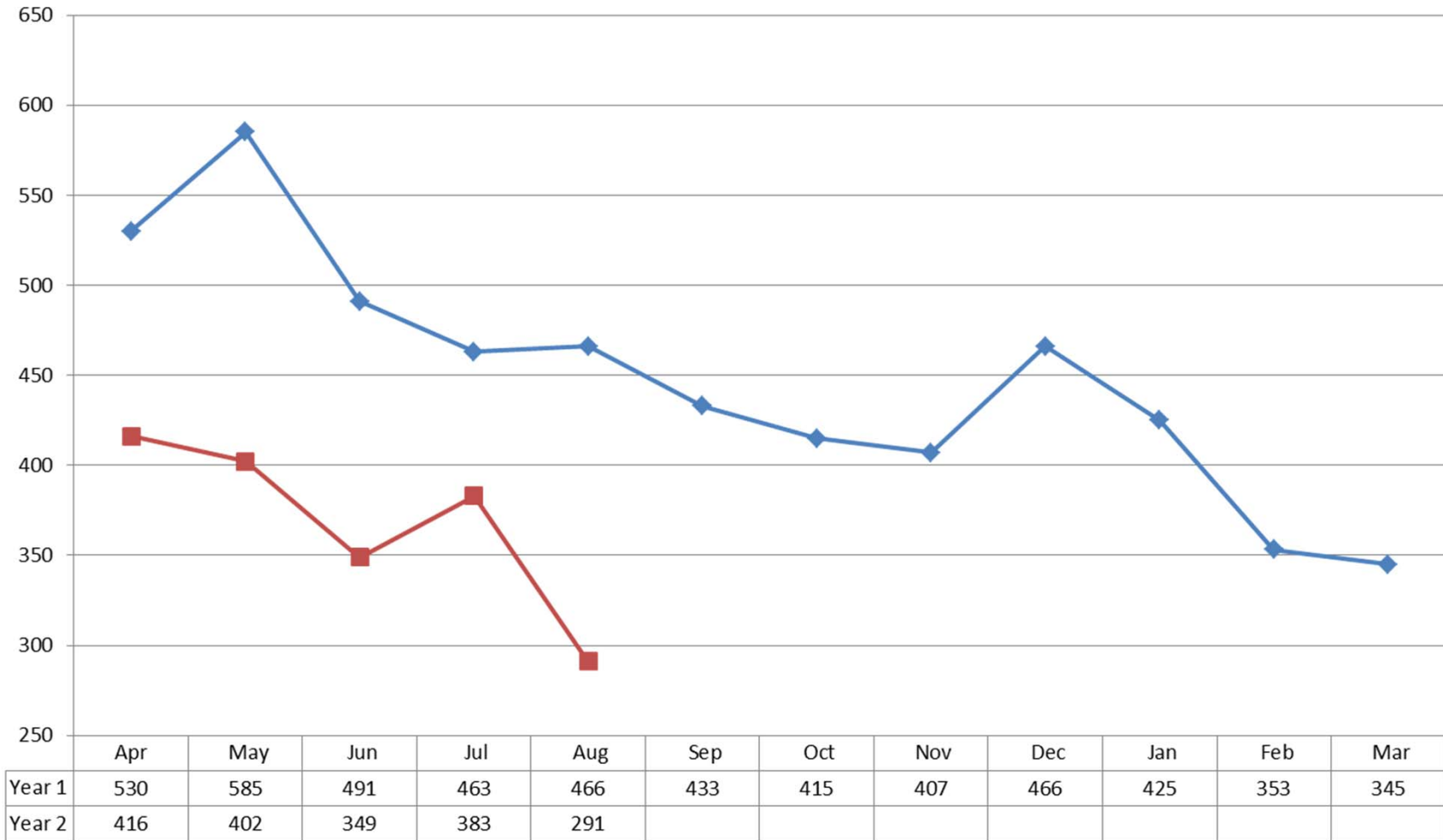
Determine Cost Strategies

- Review Base Year and Benchmark Data
- Assess Specialty Mix and Engagement Level
- Select Specific Conditions and Populations
  - Diabetics?
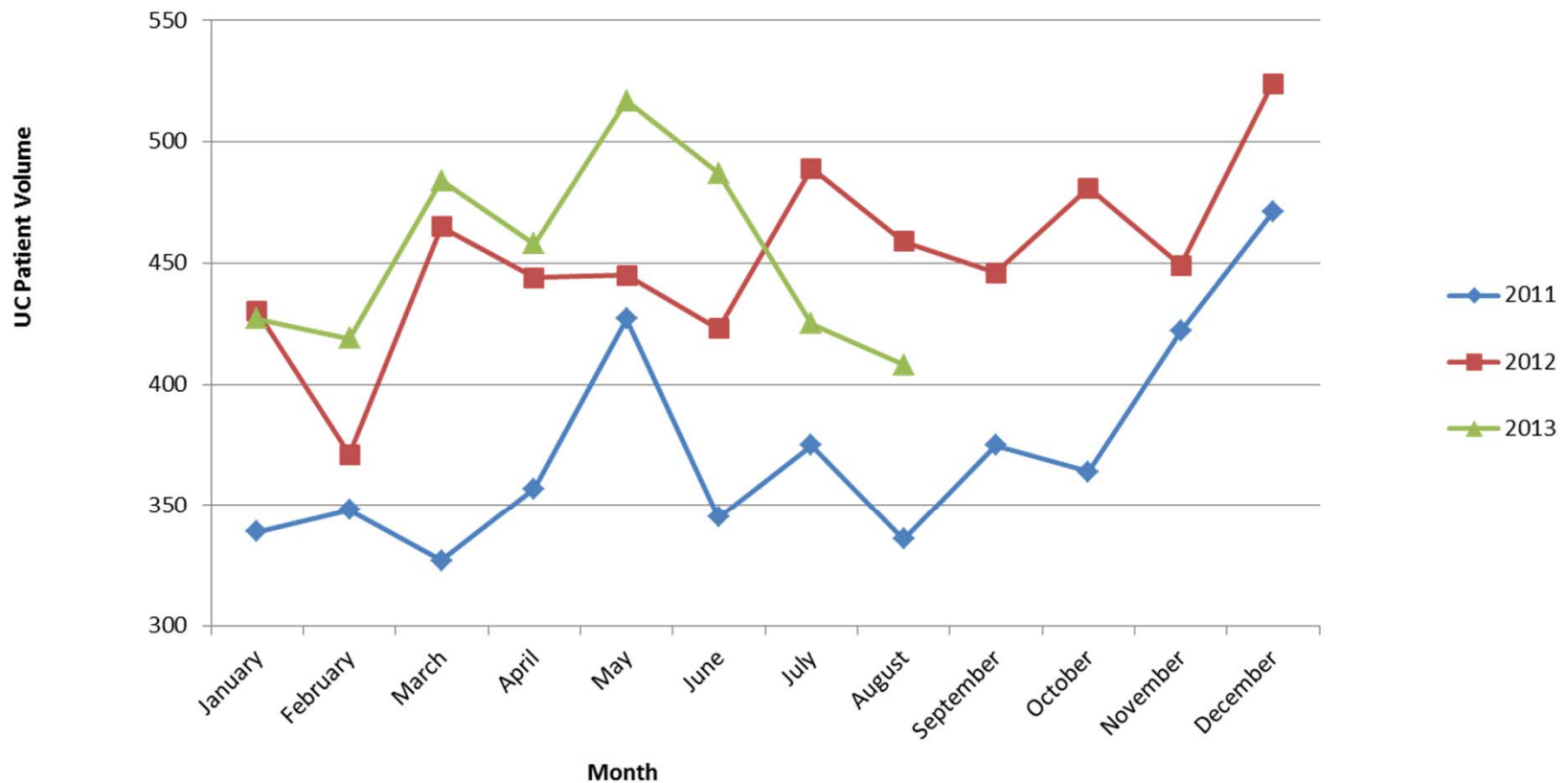 - CHF?
  - Dual Eligible?
  - SNF?

Establish Metrics

- Total IP Admissions
- Total Observation Admissions
- Total ED Visits
- Total Urgent Care Visits
- Readmissions (by Condition, Nursing Home, Patient Type, Practice, Physicians, etc.)
- Imaging Referrals (By Specialty, Practice, & Physician)
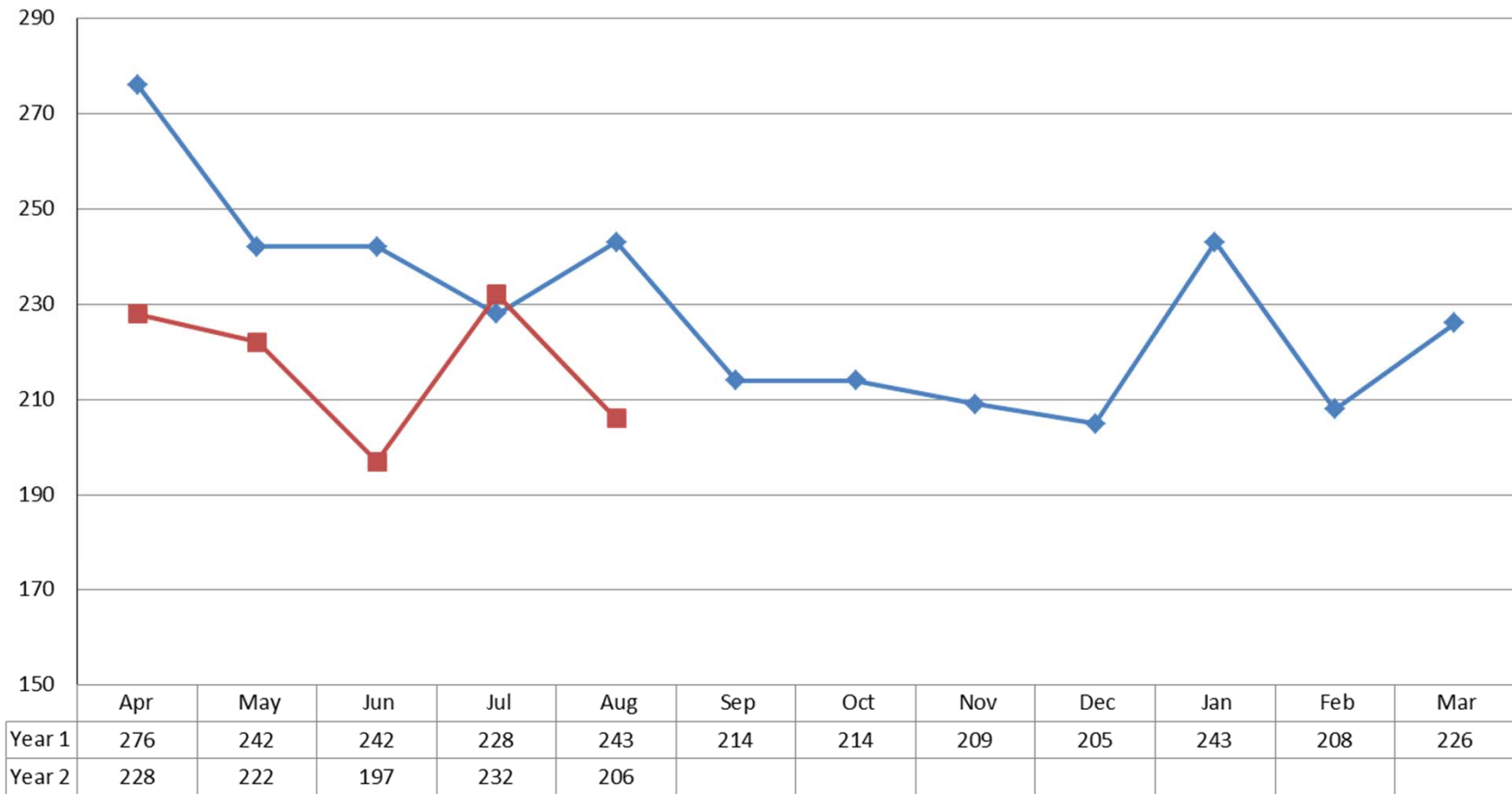- Ambulance Visits

ACO ED Utilization

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Year 1	530	585	491	463	466	433	415	407	466	425	353	345
Year 2	416	402	349	383	291							

ACO UC Utilization

ACO Admission Utilization

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Year 1	276	242	242	228	243	214	214	209	205	243	208	226
Year 2	228	222	197	232	206							

ACO Combined Observation Admission Utilization

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Year 1	307	283	290	277	295	250	260	233	241	292	255	283
Year 2	273	278	240	273	265							
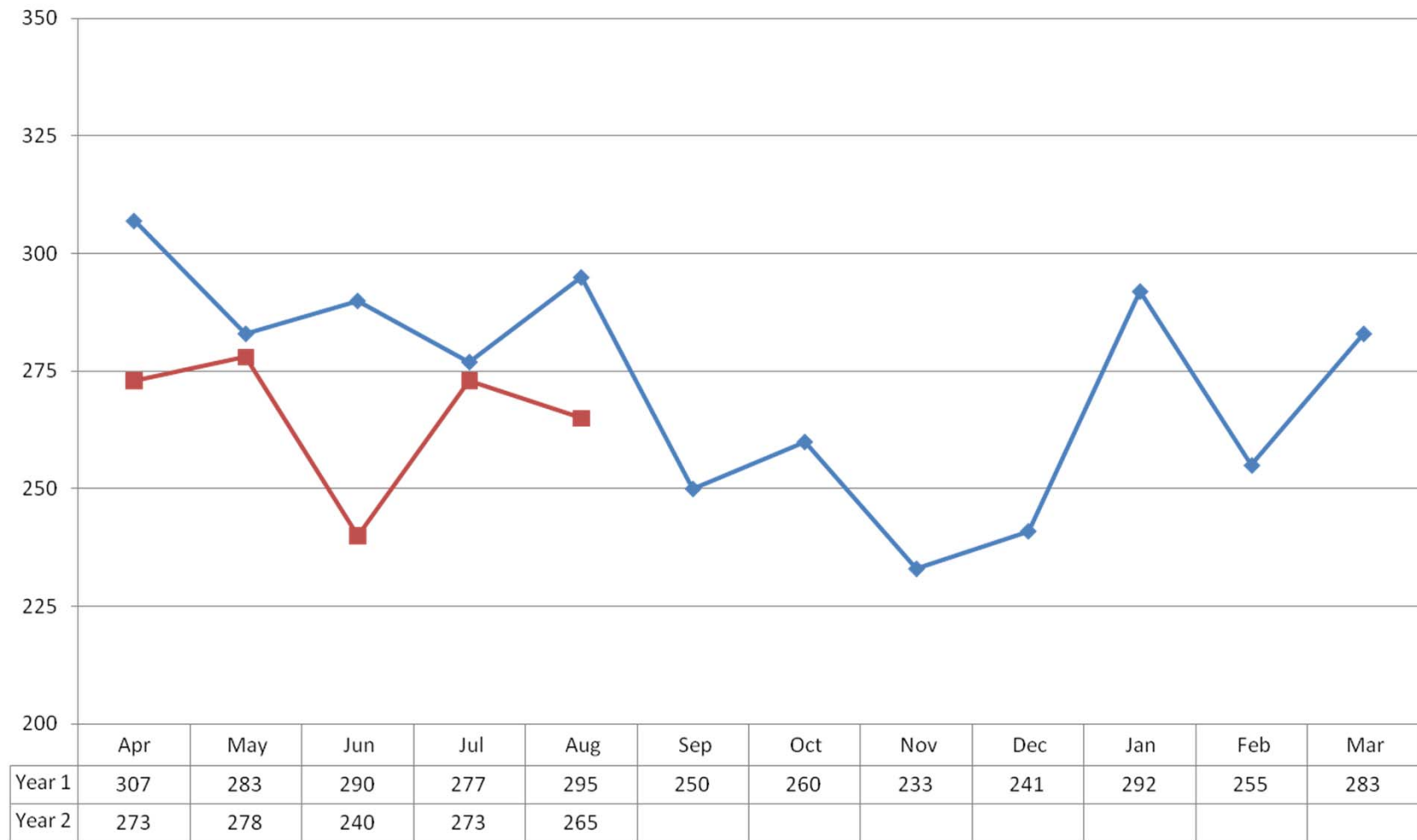
Develop Quality Reporting Strategy

- Establish Reporting Capabilities (Monthly)
- Vast Differences Between Groups
- Aggregate vs. Per Practice vs. Per Physician
- Where Should Data Reside?
  - Practice Level?
  - ACO Level?

A1c Analysis

Coastal Carolina Health Care, P.A.							
A1c Analysis-February 2013							
IM 1		Diabetic 18-75	A1c over 9.0	% A1c over 9.0	A1c 9.0 or below	% A1c 9.0 or below	No A1c	% No A1c
	A	70	4	5.71 %	66	94.29 %	0	.00 %
	B	161	12	7.45 %	148	91.93 %	1	.62 %
	C	146	16	10.96 %	129	88.36 %	1	.68 %
	D	91	9	9.89 %	81	89.01 %	1	1.10 %
	Dept. Total	468	41	8.76 %	424	90.60 %	3	.64 %
IM 2								
	A	133	13	9.77 %	119	89.47 %	1	.75 %
	B	128	5	3.91 %	113	88.28 %	10	7.81 %
	C	156	12	7.69 %	142	91.03 %	2	1.28 %
	D	39	0	.00 %	39	100.00 %	0	.00 %
	E	177	9	5.08 %	168	94.92 %	0	.00 %
	F	120	6	5.00 %	109	90.83 %	5	4.17 %
	Dept. Total	753	45	5.98 %	690	91.63 %	18	2.39 %
FP 1								
	A	31	6	19.35 %	24	77.42 %	1	3.23 %
	B	311	43	13.83 %	247	79.42 %	21	6.75 %
	C	370	49	13.24 %	311	84.05 %	10	2.70 %
	D	184	24	13.04 %	150	81.52 %	10	5.43 %
	E	140	18	12.86 %	117	83.57 %	5	3.57 %
	F	343	39	11.37 %	289	84.26 %	15	4.37 %
	G	262	25	9.54 %	222	84.73 %	15	5.73 %
	Dept. Total	1641	204	12.43 %	1360	82.88 %	77	4.69 %
IM 3								
	A	64	10	15.63 %	47	73.44 %	7	10.94 %
	B	67	3	4.48 %	58	86.57 %	6	8.96 %
	C	296	28	9.46 %	258	87.16 %	10	3.38 %
	D	41	4	9.76 %	34	82.93 %	3	7.32 %
	E	193	15	7.77 %	171	88.60 %	7	3.63 %
	F	142	17	11.97 %	118	83.10 %	7	4.93 %
	G	106	10	9.43 %	94	88.68 %	2	1.89 %
	Dept. Total	909	87	9.57 %	780	85.81 %	42	4.62 %
FP 2								
	A	132	12	9.09 %	114	86.36 %	6	4.55 %
	B	250	49	19.60 %	196	78.40 %	5	2.00 %
	Dept. Total	382	61	15.97 %	310	81.15 %	11	2.88 %
	CCHC Total	4153	438	10.55 %	3564	85.82 %	151	3.64 %

Provider Schedule View

Start Time ▲	End Time	Patient	Measures	Alerts
8:30 AM	8:45 AM	Stokes, Pamela	18	7
9:00 AM	9:15 AM	Sparks, Brooke	6	2
9:30 AM	9:45 AM	Ecker, Crystal	6	2
10:00 AM	10:15 AM	O'Neil, Sarah	7	4
10:15 AM	10:30 AM	Sanchez, David	7	1
10:30 AM	10:45 AM	Taylor, Samuel	6	0
11:00 AM	11:15 AM	Smith, Edwin	19	10
11:15 AM	11:30 AM	Nieves, Raymond	20	8
11:30 AM	11:45 AM	Phillips, Maria	11	5
12:00 PM	12:15 PM	Whiting, Kathleen	18	5
12:30 PM	12:45 PM	Keegan, Amanda	10	6

Point of Care Provider Dashboard

Code	Measure		Patients
DM001G	Diabetes: Adult HbA1c Control	45% / 16% / 3% / 37%	146 Patients
DM001P	Diabetes: Adult HbA1c Screening	56% / 7% / 37%	146 Patients
DM002P	Diabetes: Adult General Foot Exam	6% / 94%	146 Patients
DM003P	Diabetes: Adult Eye Exam	100%	146 Patients
DM004P	Diabetes: Nephropathy Screening - Urine Albumin	81% / 3% / 16%	146 Patients
DM006P	Diabetes: Statin Therapy	60% / 1 / 37% / 3%	139 Patients
IVD001P	IVD: Aspirin or Another Antithrombotic Therapy for Patients	73% / 27%	73 Patients
PRV000G	Preventative: Adult BP Control	36% / 51% / 9% / 4%	815 Patients
PRV001G	Preventative: Adult LDL Control	28% / 31% / 17% / 24%	815 Patients
PRV002P	Preventative: Adult Lipid Panel Screening	66% / 10% / 24%	815 Patients
PRV003G	Preventative: BMI and Weight Management	37% / 55% / 8%	820 Patients
PRV004G	Preventative: Tobacco Assessment and Cessation Management	67% / 3% / 5% / 25%	815 Patients
PRV005P	Preventative: Influenza Immunization	38% / 62% / 1	821 Patients
PRV006P	Preventative: Pneumonia Vaccination	67% / 2% / 31%	319 Patients
PRV007P	Preventative: Colorectal Cancer Screening	51% / 48% / 1	481 Patients
PRV008P	Preventative: Mammography Screening	82% / 3% / 15%	482 Patients
PRV009P	Preventative: Cervical Cancer Screening	49% / 36% / 15%	425 Patients

CCHC Coastal Carolina Health Care, P.A.
Advanced Medicine. Trusted Care.

Point of Care Dashboard
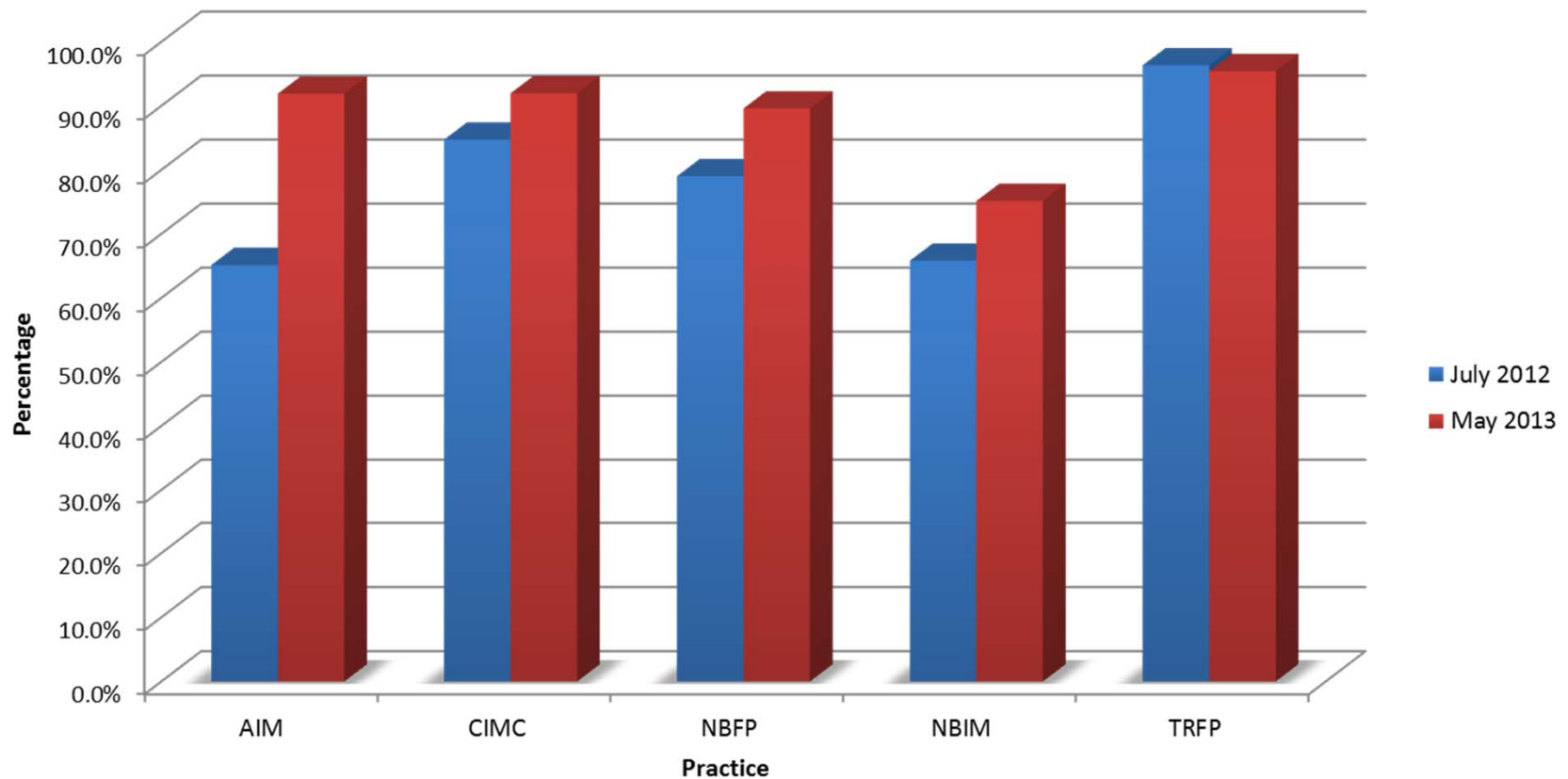# Patient Level Detail

Mammography Screening

Colonoscopy Screening Rates

CCHC Colonoscopy Preventative Care Quality Measure
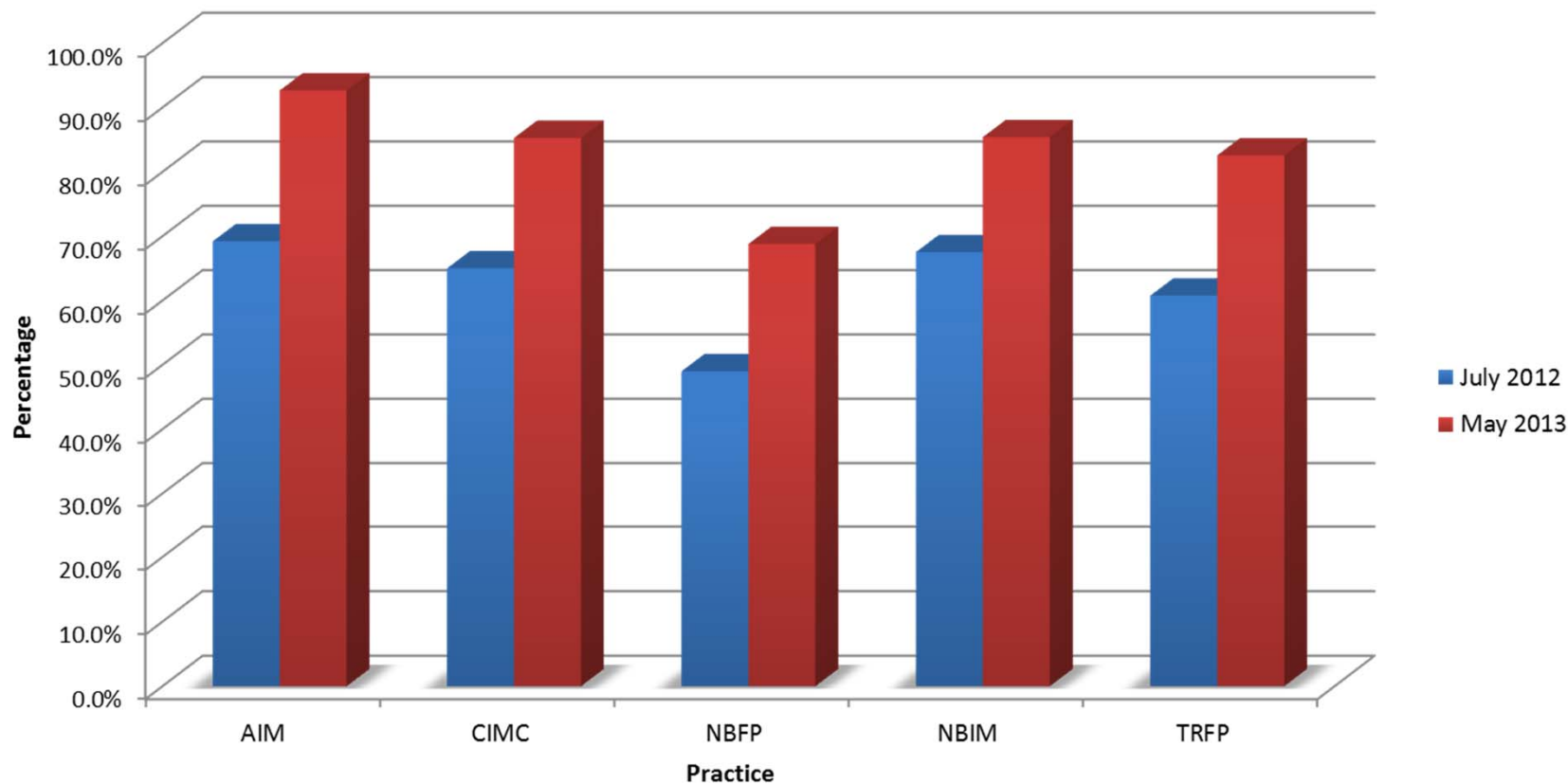
Pneumococcal Vaccination Rates

CCHC Pneumococcal Preventative Care Quality Measure

Develop Quality Strategies

- Create Incentives (Make it Fun)
- Perform Annual Wellness Visits – (MD Not Required)
- Consider Adding Scribes (To Help Physicians Work At Top of License)
- Review Performance
- Target Areas for Improvement

Uses of CMS Data

- Determine How Much Treatments/Procedures Cost
- Determine Variation of Costs Between Sites of Service
- Profile Providers (Cardiology, Retina Specialists, Dermatology, Etc.)
- Determine Leakage
- Excel and Access can be useful
- "Big Data" not a requirement
- Determine Specific Purpose of Software Before Purchasing

Other Tips and FAQ

- Sequestration Does Not Help ACO's
- Specialty Attribution and Exclusivity

Questions?