

# SNF Provider Report Card:

## First Step Selecting Preferred Providers

Todd Warden, MD

Senior Medical Director, Clinical Programs

LHS Health Network

March 20<sup>th</sup>, 2018



Trinity Health

Livonia, MI

# Population Health Current State

---

- ACO began in 2012
- Managing >80,000 lives through Commercial Shared Savings Programs and Medicare Next Generation ACO
- 140+ Primary Care Physicians consisting of 2/3 Independents.
- Infrastructure to fully support programs including Physician Leadership, Care Management, Provider Relations and Analytics
- Recognized as a leader in Population Health space within Trinity Health
- MSSP 2016
  - Most successful program in NJ with \$8.4M in savings and
  - 4<sup>th</sup> highest performance nationally out of 400 programs
- Recipient of the 2018 NAACOS Innovation Award

# Success Factors

---

- Strong Care Coordination and Social Worker programs
- Clinical Program development to support healthcare care gaps
  - SNF Extensivist Program
  - Integrated Behavioral Health
  - Systematic Case Review
  - Community Based Palliative Care
  - Medication Management Program
- Data-driven focus

# First Step: Review the Claims Data

## Medicare Utilization by Cost Tier Data thru October 2017

Rank	Row Labels	Count of Member Src ID	Average of ED Visits2	Average of Acute IP Admits2	Average of SNF Admits2	Average of Total Medical Cost2
1	Top 1%	200	1.10	4.12	1.47	\$152,722
2	Top 2%-5%	801	0.84	2.18	0.85	\$67,539
3	Top 6%-10%	1,001	0.64	1.19	0.44	\$37,078
4	Top 11%-30%	4,005	0.57	0.51	0.07	\$14,520
5		14,006	0.17	0.02	0.00	\$2,324
Grand Total		20,013	0.31	0.30	0.09	\$10,616

# The Problem: How does a Hospital-Based ACO Impact Skilled Nursing Facility Costs?

- In 2014, Annual Per Beneficiary SNF Costs for MSSP exceeded National FFS Average by over 35%:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	MSSP ACOs	National FFS
\$1,002	\$1,012	\$1,081	\$1,102	\$706	\$816

- SNF cost > 10% of our overall MSSP cost
- Our Medicare beneficiaries use over 100 different SNFs located throughout South and Central New Jersey
- LHS Health Network had not engaged the SNFs in the goals of the ACO and we were naive about the business of a SNF
- But we knew we needed to address this cost to be successful

# Goals of the SNF Initiative

## Phase I (Started 9/1/2014)

- Establish Post-Acute Committee to share information and provide two-way education
- Build a network of Post-Acute Providers to deliver superior outcomes:
  - Lower readmissions
  - Lower Length of Stay
  - Improved patient condition on discharge
  - Care transitions
  - Avoidance of adverse outcomes



# Goals of the SNF Initiative

---

- Create a data-driven SNF Report Card reflecting highest performing SNFs
  - High quality and patient-centered focus
  - ALOS reduction
  - 90 day readmission rates reduction
  - Medicare's Five Star Quality Rating System, minimum 3 Stars
  - Identify Preferred Providers based on performance
- Share Report Card with all SNFs and outline our expectations for participation in Network
- Share "Preferred Provider List" with patients and families in the hospital at time decisions are being made on post-acute care
- Update Report Cards and Preferred Provider Lists Quarterly

# Transparency Was Key to Post-Acute Care Buy-In

---

- Began in September 2014 meeting with post-acute providers
- Explained every step of the way what we were doing and why
- Worked closely with several SNFs to verify and authenticate the claims data
  - Compared our data with their payer submissions
  - Did this for Medicare, Horizon and Aetna
  - When the claims data tied out to their submissions we had their confidence in the tool



# MSSP April 2014 to March 2015 SNF Claims Data

Weighting						10							30
Facility Blinded	SNF ADMITS	DAYS	PAID AMT	PAID AMT PER SNF ADMIT	PAID AMT PER SNF DAY	ALOS	readmits 30 percent	readmits 60	readmits 60 percent	readmits 90	readmits 90 percent	Total 90 Day Readmits	Total 90 Day Readmits Percent
A	1,498	39,368	\$16,704,391	\$11,151	\$424	28							41%
AR	102	3,626	\$1,553,546	\$15,231	\$428	38	35%	14	14%	10	10%	60	51%
N	97	2,297	\$1,109,906	\$11,442	\$483	22	24%	10	10%	5	5%	38	39%
AA	82	1,641	\$740,223	\$9,027	\$451	19	33%	9	11%	6	7%	42	54%
H	79	2,477	\$906,179	\$11,471	\$366	36	20%	8	10%	7	9%	31	33%
L	71	1,643	\$689,186	\$9,707	\$419	23	20%	4	6%	4	6%	22	34%
AE	67	2,070	\$837,778	\$12,504	\$405	32	24%	8	12%	6	9%	30	38%
C	64	1,372	\$653,646	\$10,213	\$476	22	17%	6	9%	4	6%	21	25%
AM	61	1,727	\$776,139	\$12,724	\$449	33	25%	7	11%	6	10%	28	51%
AQ	60	1,655	\$729,044	\$12,151	\$441	27	28%	7	12%	4	7%	28	49%
AC	59	1,875	\$785,699	\$13,317	\$419	29	15%	6	10%	5	8%	20	35%
V	57	1,351	\$543,707	\$9,539	\$402	26	21%	6	11%	2	4%	20	37%
K	56	1,434	\$659,221	\$11,772	\$460	28	18%	11	20%	2	4%	23	40%
AK	55	1,550	\$682,447	\$12,408	\$440	32	25%	4	7%	6	11%	24	39%
M	51	1,223	\$530,691	\$10,406	\$434	26	18%	8	16%	2	4%	19	35%
AF	51	1,684	\$780,451	\$15,303	\$463	35	18%	5	10%	4	8%	18	38%
S	50	1,532	\$641,115	\$12,822	\$418	33	24%	5	10%	1	2%	18	33%
O	40	230	\$75,403	\$1,885	\$328	5	23%	2	5%	5	13%	16	51%
D	32	854	\$277,920	\$8,685	\$325	27	28%	1	3%	2	6%	12	32%
AJ	29	529	\$224,076	\$7,727	\$424	19	41%	2	7%	3	10%	17	45%
AN	23	707	\$275,604	\$11,983	\$390	24	4%	4	17%	4	17%	9	40%
Y	18	526	\$234,678	\$13,038	\$446	31	22%	1	6%	2	11%	7	35%
AS	18	516	\$212,745	\$11,819	\$412	27	33%	1	6%	1	6%	8	60%
AB	17	436	\$184,043	\$10,826	\$422	27	29%	-	0%	3	18%	8	47%
J	16	370	\$166,145	\$10,384	\$449	23	19%	2	13%	-	0%	5	36%
T	15	516	\$194,550	\$12,970	\$377	22	20%	-	0%	-	0%	3	40%
AD	15	358	\$141,706	\$9,447	\$396	25	27%	-	0%	1	7%	5	44%
AH	15	466	\$188,855	\$12,590	\$405	38	20%	5	33%	2	13%	10	68%
AI	15	466	\$188,855	\$12,590	\$405	38	20%	5	33%	2	13%	10	68%
G	14	283	\$117,475	\$8,391	\$415	25	21%	1	7%	1	7%	5	42%
U	13	634	\$242,325	\$18,640	\$382	58	8%	1	8%	1	8%	3	24%
Q	11	252	\$130,001	\$11,818	\$516	22	18%	2	18%	1	9%	5	53%
X	11	428	\$184,291	\$16,754	\$431	32	27%	-	0%	-	0%	3	42%
Z	10	255	\$113,870	\$11,387	\$447	29	30%	1	10%	-	0%	4	31%
AQ	10	235	\$112,297	\$11,230	\$478	32	40%	1	10%	2	20%	7	58%
AP	10	356	\$162,480	\$16,248	\$456	31	10%	1	10%	1	10%	3	44%

# Our Dilemma: We Had Our Claims Data, But No Quality Data

---

## ➤ We needed actionable quality data

- SNF staffing
- Leadership and clinical coverage
- Process expertise, compliance and consumer experience

## ➤ Why we selected PointRight

- Largest provider of analytics to Skilled Nursing Facilities nationally
- Database of over 45 million Minimal Data Set (MDS) records
- MDS from 2400 SNFs
- Patient-level data (MDS) linked to public domain facility-level data
- More data points than CMS “Nursing Home Compare”
- Good representation of indicators of SNF capabilities

# PointRight's SNF ScoreCard

## FACILITY IDENTIFICATION

ECOSYSTEM : 1  
 FACILITY NAME : Facility 1  
 STREET ADDRESS :  
 CITY, STATE, ZIP : COUNTY : Bexar  
 CMS ID : 675786 NPI :  
 # MEDICARE BEDS : 68 ANNUAL PAC VOLUME : >100  
 TRACKING RATE >95% : Yes

## MEDIAN ALL PAYER PREDICTED 30-DAY RISK ADJUSTED REHOSPITALIZATION RATES

	Overall	Heart Failure	COPD	CVA	Pneumonia	Diabetes	Hip Surgery	Knee Surgery	Surgery
Ecosystem	19.3%	19.4%	19.8%	19.0%	20.1%	19.3%	13.2%	8.9%	20.8%
State	19.1%	19.6%	19.9%	18.8%	20.1%	19.4%	13.4%	9.2%	20.9%
National	18.2%	18.5%	19.0%	18.2%	19.2%	18.6%	12.8%	8.1%	19.2%

## GRADING CUTPOINTS (variance from Ecosystem median)

A	B	C	D	E
(< -2.5%)	(-2.5% ↔ -1%)	(-1% ↔ +1.5%)	(+1.5% ↔ +3%)	(> +3%)

## ALL PAYER 30-DAY RISK ADJUSTED REHOSPITALIZATION GRADES

Overall	C	Diabetes	C
Heart Failure	C	Hip Surgery	C
COPD	C	Knee Surgery	B
CVA	C	Surgery (Other than Hip/Knee)	B
Pneumonia	B		

## FACILITY POST-ACUTE PERFORMANCE GRADES

Staffing for Post-Acute Care	A
Care Processes & Consequences	B
CMS Quality Measures for Post-Acute Care	B
Compliance related to Post-Acute Care	A
Consumer Experience	A

## CMS FIVE-STAR SCORE

Overall	5
Survey	4
Quality	5
Staffing	4
RN Staffing	4

## BENCHMARKS

Measure **EcoSystem** **State** **National**

## STAFFING FOR POST-ACUTE CARE

RN to Total Licensed Ratio  
 Indirect Care Percentage  
 Contract Licensed Percentage  
 PT/OT: % Delivered by Assistants  
 PT/OT: % Delivered by Contractors  
 FTE of NP or PA  
 Medical Dir. on site more than 1 day/wk  
 On-Site Mental Health Professional

46%	32%	35%	47%
22%	19%	22%	18%
0%	0%	0%	0%
68%	63%	59%	50%
0%	100%	100%	100%
No			
No			
No			

## CARE PROCESSES AND OUTCOMES

Pain Management: % of Patients  
 Advanced Directives: % of Patients  
 Behavior Management Ratio  
 Diagnosed with Depression: % of Patients  
 Facility Acquired Contractures %  
 Respiratory Therapy: % of Patients  
 Patients with Tracheostomy or Suctioning

59%	40%	45%	50%
100%	30%	29%	57%
10%	20%	22%	19%
7%	43%	48%	43%
2%	2%	4%	3%
12%	8%	11%	13%
No			

## QUALITY MEASURES FOR POST-ACUTE CARE

New/Worse Pressure Ulcers  
 Moderate/Severe Pain  
 Antipsychotic Med Use

3%	0%	0%	1%
14%	15%	17%	17%
0%	4%	3%	2%

## COMPLIANCE RELATED TO POST-ACUTE CARE

Recurrent Citations Relevant to PAC  
 Citations = Pattern of non-compliance  
 Citations for actual harm or jeopardy to Pt.  
 Facility at Risk for Special Focus Facility

0	2	1	1
0	5	3	1
0	0	0	0
No			

## CONSUMER EXPERIENCE (ALLEGATIONS)

Quality of Care  
 Abuse or Neglect  
 Dietary

0	2	2	1
0	4	4	0
0	0	0	0

## SPECIAL CARE BEDS

Rehabilitation  
 Ventilator  
 Trauma  
 Dialysis  
 Other Special Care

0
0
0
0
0

# Applying the Data: Facility Performance Grades

FACILITY POST-ACUTE PERFORMANCE GRADES	
Staffing for Post-Acute Care	B
Care Processes & Outcomes	C
CMS Quality Measures for Post-Acute Care	D
Compliance related to Post-Acute Care	A
Consumer Experience	D

## 5 Domains for Quality Reporting:

- Overview of Domain scores
- Detail is reflected on the second page of ScoreCard
- These are the Domains that we use for our SNF Report Card

# Applying the Data: Staffing

BENCHMARKS				
	Measure	EcoSystem	State	National
<b>STAFFING FOR POST-ACUTE CARE</b>				
RN to Total Licensed Ratio	73%	49%	52%	46%
Indirect Care Percentage	13%	17%	16%	19%
Contract Licensed Percentage	6%	0%	0%	0%
PT/OT: % Delivered by Assistants	46%	33%	30%	53%
PT/OT: % Delivered by Contractors	0%	100%	100%	100%
FTE of NP or PA	Yes			
Medical Dir. on site more than 1 day/wk	Yes			
On-Site Mental Health Professional	Yes			

## Detail from ScoreCard:

- This is a high performing SNF
- High percentage of licensed RNs
- Indirect care is adequate though lower than EcoSystem
- APN coverage “yes”
- Medical Director on site > 1 day per week
- On-site Mental Health Professional

# Applying the Data: Staffing

BENCHMARKS				
	Measure	EcoSystem	State	National
<b>STAFFING FOR POST-ACUTE CARE</b>				
RN to Total Licensed Ratio	41%	49%	52%	46%
Indirect Care Percentage	10%	17%	16%	19%
Contract Licensed Percentage	0%	0%	0%	0%
PT/OT: % Delivered by Assistants	56%	33%	30%	53%
PT/OT: % Delivered by Contractors	0%	100%	100%	100%
FTE of NP or PA	No			
Medical Dir. on site more than 1 day/wk	No			
On-Site Mental Health Professional	Yes			

## Detail from ScoreCard:

- This is a poor performing SNF
- Low percentage of licensed RNs
- Too much of PT provided by Assistants
- No APN coverage
- No Medical Director on site > 1 day per week
- On-site Mental Health Professional

# Applying the Data: Care Processes and Outcomes

## CARE PROCESSES AND OUTCOMES

Pain Management: % of Patients  
Advanced Directives: % of Patients  
Behavior Management Ratio  
Diagnosed with Depression: % of Patients  
Facility Acquired Contractures %  
Hospice Care Utilization  
Respiratory Therapy: % of Patients  
Observed Drug Administration Errors  
Patients with Tracheostomy or Suctioning

45%	40%	37%	51%
6%	41%	39%	58%
.	100%	100%	100%
23%	27%	26%	41%
4%	1%	1%	2%
3%	4%	3%	4%
6%	12%	13%	13%
No			
Yes			

## Poor processes demonstrated by:

- Low level of patients with Advanced Directives
- High facility acquired contractures
- Low % of patients receiving respiratory therapy, indicates lower level of function of nursing care



# Applying the Data: Quality Measures Compliance

## QUALITY MEASURES FOR POST-ACUTE CARE

New/Worse Pressure Ulcers

Moderate/Severe Pain

Antipsychotic Med Use

0%	1%	1%	1%
29%	8%	8%	15%
1%	1%	1%	2%

## COMPLIANCE RELATED TO POST-ACUTE CARE

Recurrent Citations Relevant to PAC

Citations = Pattern of non-compliance

Citations for actual harm or jeopardy to Pt.

Facility at Risk for Special Focus Facility Status

0	0	0	0
3	1	1	1
2	0	0	0
Yes			

## Compliance concern:

- 3 citations with pattern of non-compliance above state average
- Citations for actual harm to patient



# SNF Report Card #7 Data Thru August 2017

40% Utilization/Cost

60% Quality

Tri-county SNF Scorecard, updated Nov 2017, with data from Sep 2016 - Aug 2017

Weighting			10%		30%		12%	12%	12%	12%	12%		
Facility Name													
	SNFAdmits	Paid per admit	Average LOS	30 day readmit rate	Total 90 day readmit percent	Overall Rating - CMS rating system for both Long and Short term stays, not specific for post-acute	Staffing for Post-Acute Care - RN to total licensed; Indirect care proportion > 10%; 1/2 contracted nurses; PT/OT level of training; Med Dir; BH on site 1 day per week	Processes and Consequences - 1/2 with Advan Dir; Pain Mngmt Program; Med Errors during state survey; Pts in BH Mngmt Program;	Measures with Special Post-Acute Significance - Long stay ulcers; Depress assessment; Flu Immun;	Compliance Especially Important to Post-Acute Care - Pertinent F-tags ie hand washing and infection control	Consumer Experience - Complaints over 18 months to CMS ie food quality; safety; abuse; neglect	Total Assigned Score	Preferred Indicator
AA Benchmark Average Values	1708	\$11,780	25	18%	33%							67	
BRANDYWINE SENIOR CARE AT MOORESTOWN ESTATES	50	\$9,808	26	20%	30%	5	A	B	A	B	A	86	*
STERLING MANOR	15	\$13,063	27	14%	14%	4	B	C	A	A	A	84	*
ABIGAIL HOUSE FOR NURSING AND REHABILITATION	7	\$15,265	32	0%	20%	5	B	B	A	A	B	84	*
MEDFORD LEAS	23	\$9,101	18	14%	32%	5	A	B	B	A	A	81	*
PITMAN MANOR	12	\$8,483	17	22%	33%	5	B	A	B	A	A	81	*
ATRIUM POST ACUTE CARE OF WOODBURY	98	\$11,912	25	20%	27%	4	B	A	C	C	B	78	*
MARCELLA CENTER - GENESIS	38	\$9,600	19	14%	21%	3	D	B	C	A	A	78	*
COLLINGSWOOD MANOR	19	\$10,165	23	17%	28%	5	B	B	E	A	A	78	*
THE VOORHEES CARE & REHABILITATION CENTER	10	\$20,651	42	0%	0%	3	B	D	A	C	A	78	*
LION'S GATE	100	\$9,778	20	9%	30%	5	B	B	D	C	A	76	*
ASPEN HILLS HEALTHCARE CENTER	41	\$13,514	32	22%	26%	4	B	D	D	A	A	76	*
ADVANCED SUBACUTE REHABILITATION CENTER AT SEWELL	36	\$17,359	35	15%	27%	5	C	B	C	A	C	76	*
MANOR CARE OF VOORHEES	33	\$12,934	29	10%	28%	3	B	B	D	B	B	76	*
POWERBACK REHABILITATION MOORESTOWN	200	\$11,287	24	18%	30%	4	A	B	C	C	A	75	*
CADBURY NURSING AND REHAB CENTER	61	\$15,979	36	12%	28%	1	A	C	E	D	A	72	*
LAUREL MANOR	17	\$21,232	45	7%	29%	2	C	B	E	C	A	72	*
MANOR CARE-WEST DEPTFORD OF PAULSBORO NJ LLC	35	\$15,351	32	16%	32%	2	B	B	C	B	C	71	*
KRESSON VIEW CENTER - GENESIS	33	\$11,044	26	25%	35%	4	B	B	C	A	D	71	*
VIRTUA HEALTH AND REHABILITATION CENTER AT MOUNT HOLLY	69	\$10,148	21	18%	31%	2	B	B	B	C	D	69	*
ARISTACARE AT CHERRY HILL	33	\$14,859	32	18%	32%	4	B	B	E	B	C	69	*
LUTHERAN CROSSINGS ENHANCED LIVING	14	\$9,505	21	0%	14%	1	E	B	E	B	C	67	*
CAREONE AT MOORESTOWN	76	\$13,119	27	20%	31%	5	A	E	E	A	B	67	*
POWERBACK REHABILITATION VOORHEES	149	\$9,715	20	20%	40%	5	A	C	B	A	E	66	*
VIRTUA BERLIN REHAB	42	\$8,550	18	11%	40%	4	B	B	C	C	C	64	*
ELMWOOD HILLS HEALTHCARE CENTER	25	\$17,146	39	13%	20%	3	D	D	D	A	E	64	*
MEDFORD CONVALESCENT & NURSING CENTER	10	\$7,531	16	29%	43%	4	A	A	C	B	D	63	*
CAREONE AT EVESHAM	59	\$14,533	32	20%	38%	2	A	C	E	C	B	62	*
St Marys Catholic Home	45	\$12,678	26	15%	35%	5	D	B	E	B	A	62	*
BARCLAYS REHABILITATION AND HEALTHCARE CENTER LLC	14	\$13,510	26	0%	30%	3	C	C	E	D	D	62	*
AVISTA CARE AT CHERRY HILL	36	\$14,060	28	15%	31%	2	D	C	C	C	D	61	*
MASONIC HOME OF NEW JERSEY	29	\$10,536	23	15%	45%	4	D	A	E	B	A	59	*
COOPER RIVER - GENESIS	16	\$5,249	14	25%	25%	2	D	D	D	E	D	58	*
BURLINGTON WOODS CENTER - GENESIS	30	\$9,686	22	25%	50%	3	B	B	B	B	A	57	*
MANOR CARE HEALTH SERVICES - WASHINGTON TOWNSHIP	68	\$11,250	23	19%	38%	3	E	C	C	C	C	56	*
KENNEDY HEALTH CARE CENTER	78	\$10,711	22	22%	37%	2	B	C	E	E	E	50	*
INNOVA HEALTH AND REHAB AT BURLINGTON	25	\$10,348	23	25%	40%	1	E	C	D	E	E	46	*
MEADOWVIEW NURSING & RESPIRATORY CARE	28	\$9,232	19	44%	56%	1	B	A	E	E	E	39	*
ALARIS HEALTH AT CHERRY HILL	34	\$13,333	30	32%	52%	2	B	C	E	E	E	35	*

Transferred to the SNF Preferred Provider List

# Preferred Provider List

---

- Ultimately we wanted a means to fairly evaluate SNF performance
- Develop a “Preferred Provider” list to be taken to bedside to assist patient’s and family in the decision on facility
- This has had a profound and positive impact on the SNFs
  - They were totally engaged
  - Working hard to improve quality and utilization to make the list
  - At least one SNF made management changes based on results
  - Initially 35% of patients chose the “starred providers” this has now increased to 50% and this has gotten a lot of attention

# SNF Preferred Provider List




## COMMUNITY PROVIDER LISTING

This listing of community providers is being given to you to assist you and your family in making a decision about which facility to receive your care from upon discharge from the hospital. A representative from case management will discuss your options with you.

The listing is organized by the county in which the facility is located. Those facilities with a STAR next to their name are **PREFERRED PROVIDERS**. This means that the facility is a top performer under our Quality and Performance Program which compares available quality and performance information for each facility such as Medicare's Five Star Quality Rating System for Nursing Homes.

*\*See the bottom of this listing for additional information regarding the Quality and Performance Program.*

### Camden County

 <b>Abigail House for Nursing And Rehabilitation</b> 1105 - 1115 Linden Street Camden 856-365-8500	<b>Alaris Health at Cherry Hill</b> 1417 Brace Road Cherry Hill 856-795-3131	<b>Aristacare at Cherry Hill</b>  1399 Chapel Avenue W Cherry Hill 856-663-9009
<b>Avista Care at Cherry Hill</b> 3025 Chapel Avenue W Cherry Hill 856-675-3000	<b>Barclays Rehab and Healthcare</b> 1412 Marlton Pike East Cherry Hill, NJ 08034 856-428-6100	<b>Cadbury Nursing and Rehab Center</b> 2150 Route 38 Cherry Hill 856-667-4550
 <b>Collingswood Manor</b> 460 Haddon Avenue Collingswood 856-854-4331	<b>Cooper Center for Rehab (Majestic)</b> 2 Cooper Plaza Camden 856-342-7600	<b>Cooper River - Genesis</b> 5101 N. Park Drive Pennsauken 856-665-8844
<b>Elmwood Hills (CCHS)</b> 425 Woodbury Turnersville Road Blackwood 856-374-6600	 <b>Kresson View Center - Genesis</b> 2601 E. Evesham Road Voorhees 856-596-1113	<b>Laurel Manor</b> 18 W. Laurel Road Stratford 856-784-2400

# Integrating the PointRight SNF ScoreCard

---

Invaluable tool for working with SNF:

- Coaching SNF administration
- Helps them focus on the areas that need work in the 5 Domains
  - Staffing, leadership and management
  - APN coverage
  - Process issues
    - Like immunizations
    - Depression screening
    - Patient sedation
- Often the SNF is not aware of what is causing their deficiencies and this gives specific actionable information

# Set Up Meetings with SNFs to Evaluate Performance

---

- Focus on Average LOS
  - Set expectations for the staff, patient and providers that LOS is based on patient functional status not pre-determined number of days
  - More intense therapy
  - Additional NP coverage to evaluate patients more frequently
  - Development of clinical protocols

# Set Up Meetings with SNFs to Evaluate Performance

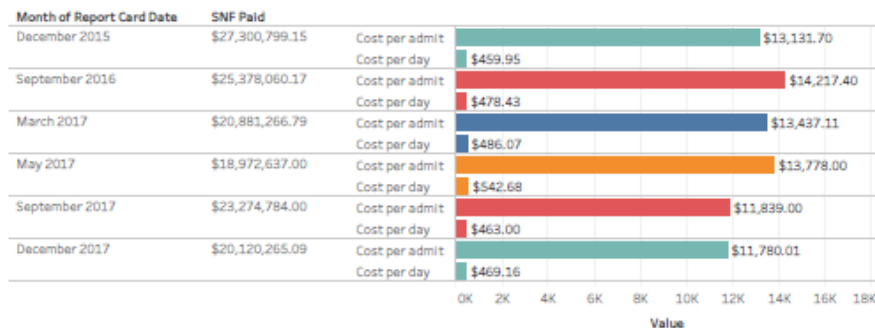
---

- Focus on Re-Admissions
  - Found that sometimes the providers had very low resistance to sending patients to ED when treatment could be handled at the SNF, especially at night
  - Recently began three way meetings with SNF, Provider and ACO to help work these issues out
  - Again enhanced coverage with NP thought to help reduce re-admissions
  - Need to change everyone's mental model to limit transfers to hospital

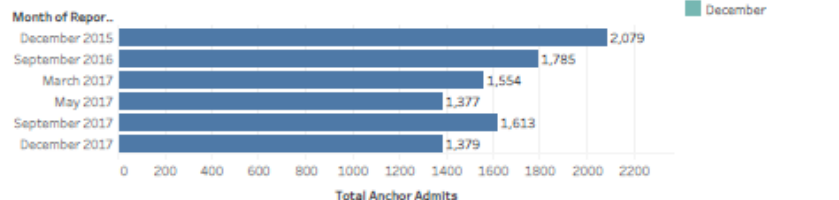
# SNF Report Card Trending

## SNF Trending-Overall

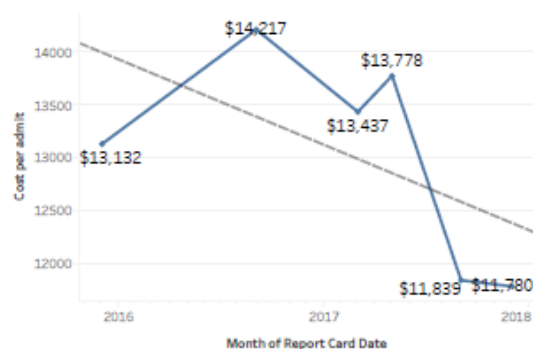
### Cost



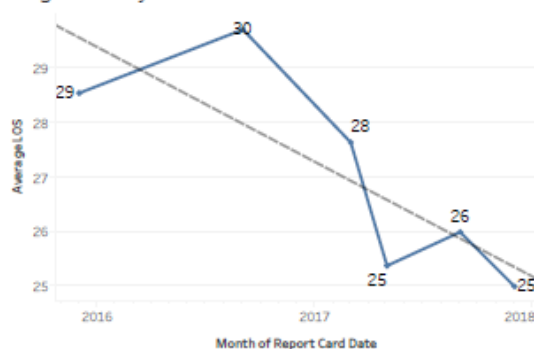
### Admission



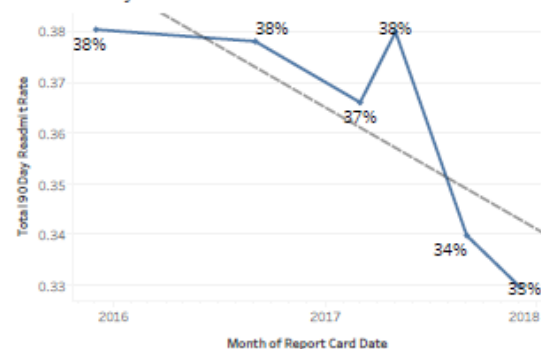
### Cost Per Admit



### Length of Stay



### Total 90 Day Readmit Rate



# The MSSP Results: Phase I

- Remember 2014 Quarter 4 Annual Per Beneficiary SNF Cost?

Quarter 1	Quarter 2	Quarter 3	Quarter 4	MSSP ACOs	National FFS
\$1,002	\$1,012	\$1,081	\$1,102	\$706	\$816

- In 2015, significant reduction of Annual Per Beneficiary SNF Costs for Network:

Quarter 1	Quarter 2	Quarter 3	Quarter 4	MSSP ACOs	National FFS
\$1,055	\$1,038	\$1,027	\$918	\$700	\$832

- 14% decrease in SNF days and 17% decrease in cost (PMPM)
- Reduced SNF PMPY cost by \$184
- Reduced MSSP cost by overall \$6.7M
- SNFs are taking action to change their results including adding staff and relooking at how care is delivered



# Goals of the SNF Initiative

## Phase II (Beginning 5/1/2016)

Implement Physician Extensivist Model

1. Hired SNF Extensivist
2. Placement of APNs in SNFs
3. SNF Care Coordinator
4. Continue to Monitor Quality



## Phase II Expected Cost Reduction: (Pilot 8 Facilities)

***1 Day LOS Reduction: \$589,401***

***2 Day LOS Reduction: \$1,178,845***

***3 Day LOS Reduction: \$1,768,213***

# Phase II SNF Initiative

---

- SNF Report Card provided valuable information on best candidates for Extensivist Program
  - High volume/high cost institutions
  - Overlap with our existing ACO providers that cover the SNFs
  - No billing so we do not interfere with the PCP
- Identified 8 SNFs
  - Also had administrative commitment to change culture
  - Willing to credential our SNF Extensivist Team
  - Allow SNF Care Coordinator to participate in discharge planning

# SNF Extensivist Pilot (Phase II)

---

- Anita Chopra MD - Medical Director, SNF Extensivist Program
  - Geriatrician
  - 2 APNs specializing in SNF medicine
  - SNF Care Coordinator

# SNF Pilot Performance thru October 2017

## SNF Extensivist Performance through Oct 2017

Period	Start Date	End Date	SNF	SNFAdmits	SNFPaid	TotalAnchorAdmits	Average LOS	Total readmit rate 90day	Total 90 readmit rate	Cost per day	Cost per admit
Baseline	11/1/2015	10/31/2016	CARE ONE AT MOORESTOWN	50	\$659,779	43	30	19	44%	\$440	\$13,196
Baseline	11/1/2015	10/31/2016	MANORCARE HEALTH SERVICES - WASHINGTON	46	\$581,073	37	29	9	24%	\$436	\$12,632
Baseline	11/1/2015	10/31/2016	ARISTACARE AT CHERRY HILL	32	\$575,431	29	40	12	41%	\$450	\$17,982
Baseline	11/1/2015	10/31/2016	MARCELLA CENTER	28	\$326,915	22	25	4	18%	\$467	\$11,676
Baseline	11/1/2015	10/31/2016	ELMWOOD HILLS HEALTHCARE CENTER LLC	24	\$446,776	21	45	6	29%	\$414	\$18,616
Baseline	11/1/2015	10/31/2016	BURLINGTON WOODS	19	\$186,999	16	23	7	44%	\$428	\$9,842
Baseline	11/1/2015	10/31/2016	LAUREL MANOR HEALTHCARE AND REHABILIT.	18	\$376,848	15	45	2	13%	\$465	\$20,936
Baseline	11/1/2015	10/31/2016	AVISTA CARE AT CHERRY HILL	14	\$200,190	15	32	6	40%	\$447	\$14,299
Baseline	11/1/2015	10/31/2016	Total	231	\$3,354,012	198	33	65	33%	\$442	\$14,520
Period	Start date	End date	SNF	SNFAdmits	SNFPaid	TotalAnchorAdmits	Average LOS	Total readmit rate 90day	Total 90 readmit rate	Cost per day	Cost per admit
Performance	11/1/2016	10/31/2017	CARE ONE AT MOORESTOWN	65	\$884,257	55	27	19	35%	\$504	\$13,604
Performance	11/1/2016	10/31/2017	MANORCARE HEALTH SERVICES - WASHINGTON	64	\$717,477	58	21	19	33%	\$534	\$11,211
Performance	11/1/2016	10/31/2017	AVISTA CARE AT CHERRY HILL	29	\$412,462	19	27	5	26%	\$527	\$14,223
Performance	11/1/2016	10/31/2017	ARISTACARE AT CHERRY HILL	28	\$372,344	24	26	9	38%	\$511	\$13,298
Performance	11/1/2016	10/31/2017	ELMWOOD HILLS HEALTHCARE CENTER LLC	23	\$297,630	16	26	4	25%	\$498	\$12,940
Performance	11/1/2016	10/31/2017	BURLINGTON WOODS	21	\$228,798	16	25	8	50%	\$436	\$10,895
Performance	11/1/2016	10/31/2017	MARCELLA CENTER	20	\$211,704	12	20	4	33%	\$529	\$10,585
Performance	11/1/2016	10/31/2017	LAUREL MANOR HEALTHCARE AND REHABILIT.	15	\$326,723	12	43	5	42%	\$507	\$21,782
Performance	11/1/2016	10/31/2017	Total	265	\$3,451,396	212	26	73	34%	\$509	\$13,024
			Difference	34	\$97,384	14	-7	8	1%	67	-\$1,495

Projected Cost Avoidance	\$396,280
Summary:	
Average LOS decreased by	-7
Cost per admit decreased by	\$ (1,495)

Average LOS Reduced 7 Days

90 Day Re-Admission Increased 1%

Cost per Admit Reduced \$1,495

Projected Cost Avoidance \$396,280

# The Results MSSP: Phase II

- In 2016, significant reduction of Annual Per Beneficiary Costs for Network:
- 22% Decrease in Per Member Per Year Cost Overall

Historical BM	2016	MSSP ACOs	National FFS
\$12,725	\$9,943	\$10,159	\$9,926

- 32% Decrease in SNF Per Member Per Year in 4 Quarters

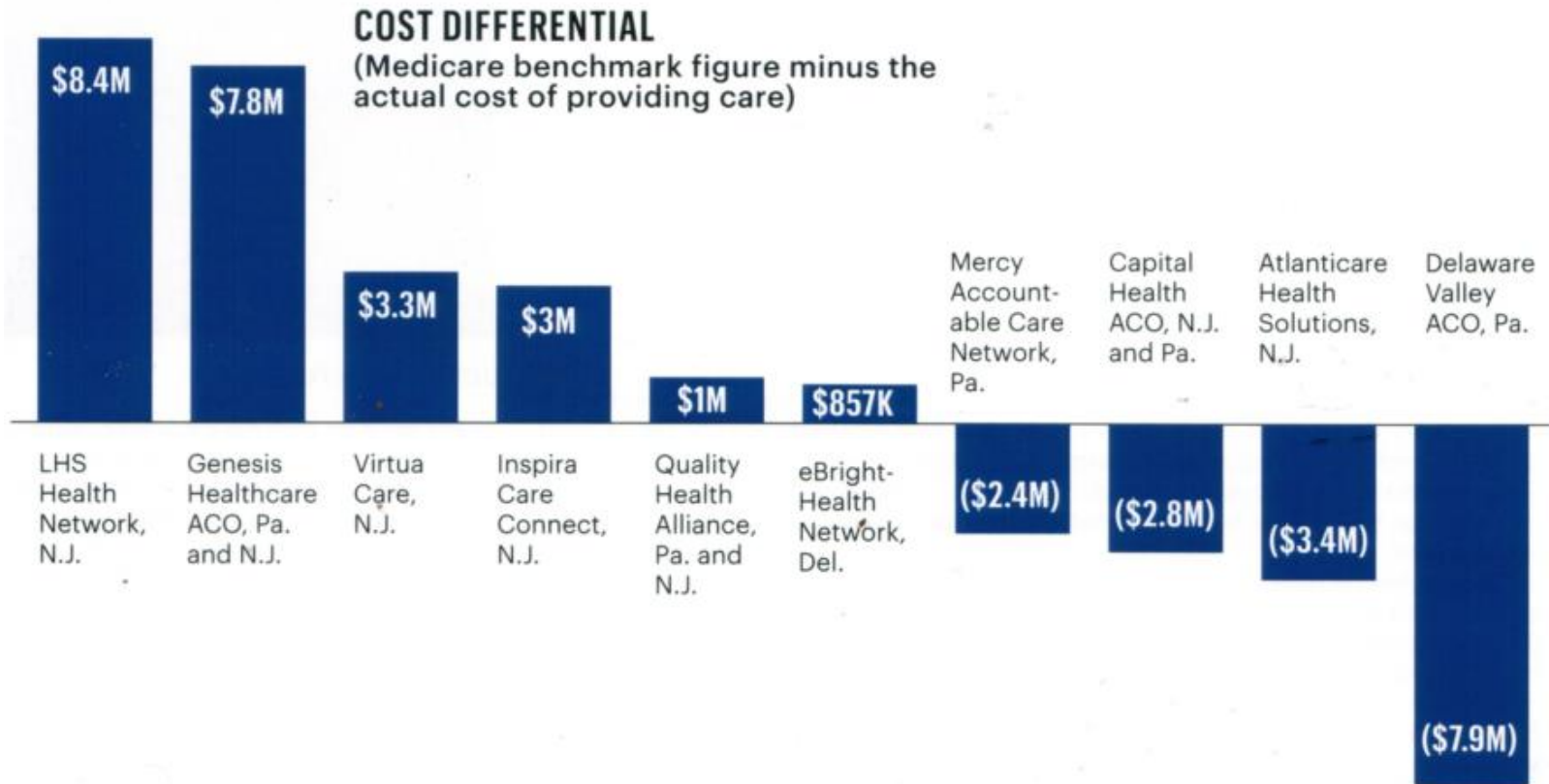
Quarter 1	Quarter 2	Quarter 3	Quarter 4	MSSP ACOs
\$863	\$649	\$570	\$585	\$698

- Overall MSSP cost reduction \$8.4M and we earned \$3.4M

# Philadelphia Business Journal

## MEDICARE ACO PERFORMANCE REPORT

The 2016 financial reconciliation report recently released by the Centers for Medicare & Medicaid Services show whether Accountable Care Organizations provided care at cost above or below a benchmark figure set by the federal government. Among the 10 local ACOs, only LHS Health Network provided care at a rate below the benchmark to qualify for a share of the savings.



Source: CMS

# SNF Work Plan For Phase III

Row Labels	Count of Rendering			Average of Medical				ACO PCP	Rowan	Roni	SNFist Team Member	Rehab	Search Tool	Tier Lev
	Provider NPI	Sum of Da	Average of Day	Paid Amount	LHS Preferred	CMS Star								
POWERBACK REHABILITATION MOORESTOWN	125	3,041	24	\$11,962	*	5							Yes	3
POWERBACK REHABILITATION VOORHEES	112	2,110	19	\$9,540	*	5		Rowan					Yes	1
LION'S GATE	89	1,777	20	\$10,237	*	5		Rowan					Yes	3
Atrium Post Acute of Woodbury	59	1,710	29	\$14,413	*	5	Venuti				Tracy/Kim		Yes	5
CARE ONE AT MOORESTOWN, LLC	55	1,391	25	\$13,269	*	5		Rowan	Roni		Paul/Tracy\Kim		Yes	5
KENNEDY HEALTH CARE CENTER	54	1,077	20	\$10,303	*	5	Venuti?						No	0
CAREONE AT EVESHAM	51	1,775	35	\$15,508		2							Yes	1
MANOR CARE HEALTH SERVICES - WASHINGTON	47	984	21	\$11,143		3	Venuti	Rowan	Roni		Kim/Paul		Yes	5
VIRTUA HEALTH AND REHABILITATION CENTER AT	39	940	24	\$11,642		2							No	0
VIRTUA BERLIN REHAB	36	618	17	\$8,962		4							No	0
St. Mary's Center for Rehabilitation & Healthcare	32	896	28	\$12,287		5		Rowan					Yes	3
PREMIER CADBURY LLC	31	1,247	40	\$18,992		2		Rowan	?				Yes	3
Meadowview Nursing Respiratory	27	480	18	\$8,732									Yes	1
ARISTACARE AT CHERRY HILL LLC	26	812	31	\$15,553	*	3			Roni		Paul Prime Tracy/Kim		Yes	5
ASPEN HILLS HEALTHCARE CENTER LLC	25	706	28	\$12,686	*	4			Roni				Yes	4
ADVANCED SUBACUTE REHABILITATION CENTER	24	931	39	\$20,132	*	5	Venuti						No	0
MANOR CARE OF VOORHEES NJ LLC	24	609	25	\$11,581	*	4		Rowan	?				Yes	3
Silver Healthcare (Alaris)	22	579	26	\$12,595		2		Rowan	Roni				Yes	4
AVISTA HEALTHCARE LLC	21	562	27	\$14,251		2	Goldis		Roni				Yes	4
MASONIC HOME OF NEW JERSEY	20	528	26	\$12,019		3							No	0
BURLINGTON WOODS CENTER - GENESIS	19	456	24	\$10,970		2			Roni		Lee/Kim		Yes	5
KRESSON VIEW CENTER - GENESIS	19	588	31	\$13,265	*	3		Rowan					Yes	3
MEDFORD LEAS	18	358	20	\$10,034	*	5							No	0
COLLINGSWOOD MANOR	16	438	27	\$10,198	*	5							Yes	1
MANOR CARE-WEST DEPTFORD OF PAULSBORO	16	595	37	\$17,779		2							No	0
MARCELLA CENTER - GENESIS	16	316	20	\$10,767	*	3			Roni		Paul/Kim		Yes	5
ELMWOOD HILLS HEALTHCARE CENTER LLC	15	451	30	\$14,850		3	Venuti	Rowan	Roni		Kim/Tracy		Yes	5
COOPER RIVER - GENESIS	12	176	15	\$5,378		1	Goldis						Yes	2
LAUREL MANOR	12	581	48	\$24,449		2	Goldis	Rowan	Roni		Tracy/Kim		Yes	4
BARCLAYS REHABILITATION AND HEALTHCARE CE	9	296	33	\$18,321		3		Rowan	Roni				Yes	3

# Lessons Learned

- Take time to establish relationships with the SNFs and engage them in the goals of the ACO – They will respond!
- Learn the operations and business of SNFs including understanding how SNFs are reimbursed
- Don't ignore the role of your ACO PCPs working in the SNFs
- An ACO (even a Hospital-Based ACO) can positively impact SNF costs
- Strongly consider SNF Care Coordinator
- This is a marathon, not a sprint

