One Mission, One Essentia

The Heart of High Reliability for our Patients
Right Care, Every Patient, Every Time, Everywhere

Telecare Services
7/19/2017

Rebecca Sienko, RN
Manager, Nurse Care Line
15,000 Employees
17 Clinics
4 Independent Living

1,900 MDs/APCs
7 Long Term Care Facilities
5 Ambulance Services

15 Hospitals
2 Assisted Living
1 Research Institute

LEGEND
- Essentia Health Market
- Essentia Health Hospitals
- Essentia Health Clinics
- Essentia Health Convenient Care 7-Day Clinics

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Essentia Health Telecare Services encompasses:

- RN Triage, Scheduling, Standing Orders
- Prescription Refill Authorization
- Physician to Physician Acute Referral and Transfer
- Post Discharge Follow Up Calls
- Population Health Registry Management Team
- Patient Appointment Scheduling, Pre-Visit Planning, Schedgistration
- Referral Center
- Switchboard and Physician Paging
## Annual Telecare Encounters

<table>
<thead>
<tr>
<th>Encounter Type</th>
<th>Total Encounters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prescription Refills</td>
<td>577,301</td>
</tr>
<tr>
<td>RN Triage</td>
<td>121,142</td>
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<tr>
<td>STAT Doc</td>
<td>13,588</td>
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<tr>
<td>Patient Care Contact Center</td>
<td>1,834,106</td>
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<td>Transitional Care Calls</td>
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<td>Switchboard</td>
<td>2,057,124</td>
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<tr>
<td>Patient Reminders</td>
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<td>Outbound clinical calls (COAT, CRC, MSSP, Gaps, Unassigned PCP, MyHealth, Online Appointment Requests, External Referrals)</td>
<td>174,033</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>6,097,452</strong></td>
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Nurse Care Line Triage

Daytime RN triage support for Primary Care

• RN triage support “off loads” important clinical work from clinic practice, so they can focus on the patient in clinic.

• Patients can choose RN triage up front through “One Contact” resolution (consumerism)

• RN triage is inversely related to access, working hand in hand with our clinical call center when access to appointments is not available in a timeline needed

After Hours RN triage support for Primary and Specialty Care

• Nurse Care Line supports after hours triage for East, Central & West Markets

Value = partnership with clinic practice and placing “right work” in “right place” with “right staff”
# Triage Turnaround Time

## Percentage of Triage Turn Around Time within 60 minutes

*Target is 90%*

<table>
<thead>
<tr>
<th></th>
<th>Jul-16</th>
<th>Aug-16</th>
<th>Sep-16</th>
<th>Oct-16</th>
<th>Nov-16</th>
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<tr>
<td>Triage Volume</td>
<td>7,720</td>
<td>8,576</td>
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<td>8,059</td>
<td>8,807</td>
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Nurse Care Line
Prescription Refills

Prescription Refill Support for Primary Care

• Refill support “off loads” clinical work from the clinic practice
• Ensures safe medication therapy
• Acts as a “safety net” for quality and chronic disease

Value = safe, timely care, applying same standard of care for all patients
Our History

- We started processing refills in a centralized environment in 2003 for two clinics.
- We currently handle refill requests for just over 500 primary care providers.
- We process approximately 50,000 refills per month.
- As more clinics wanted refill support, we needed more RNs.
We Found Swoop

- Organization’s vision to have NCL process all of Primary Care’s refill requests
- Our organizational metric for refill turnaround time is 90% of refills being completed by the end of the next business day. We were not meeting that goal very often and pre-Swoop had a low of 78%.
- We implemented Swoop in December 2014
How Swoop Helped

- We use our EH Medication Refill Protocol (custom-built within Swoop)
- Categorizes refill requests into “buckets”
- Auto-denies duplicates
- Gives us warnings (i.e. dose change, historic med)
- Sends scheduling action messages to refill schedulers instead of RN work
Brief Summary of Swoop

1. Swoop is a refill automation tool that does much of the chart review and documentation for us, which increases efficiency.
2. Swoop **does not** authorize refill on the provider’s behalf; that part has to be done by a human.
3. The RN cannot authorize Off-Protocol, Controlled Substance, or any request where the patient is not eligible for a refill per the protocol – those refills need to be addressed by a provider.
4. The protocols that are built into Swoop have been reviewed and signed-off on by our organization.
Refill Turnaround Time Now

Refill Volume & Turn Around Time FY2017

- Refill Request Volume
- % refills completed by end of next business day [Target is 90%]

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<tr>
<th>Month</th>
<th>Refill Request Volume</th>
<th>% Refills Completed</th>
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<tr>
<td>Aug-16</td>
<td>45,763</td>
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<td>Sep-16</td>
<td>46,854</td>
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<td>Oct-16</td>
<td>45,763</td>
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<td>Nov-16</td>
<td>48,312</td>
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<td>Dec-16</td>
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<td>Feb-17</td>
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STAT Doc
Physician to Physician Referral and Transfer

- 1000+ STAT Doc calls per month
- Group paging for emergency cases (STEMI and ECMO)
- Documentation in EMR- reporting
- Plans to add STAT Doc support for Virginia Hospital
Transitional Care Calls (TCC)

• Patient Criteria For TCC
  – Lace score greater than 10
  – Inpatient problem list includes diagnosis of:
    • COPD
    • CHF
    • AMI
    • Pneumonia

• Average 420 patients a month are called

• Calls are placed 24 hours after discharge

• Readmission rate averages 13.4% for all hospitals
What happens during a TCC?

- Specific encounter flow was created in Epic with discreet data points
- RNs use the Teach Back Method for all Transitional Care Calls
- Average call length is 30 minutes
- Focus on:
  - Med reconciliation
  - Discharge summary present
  - Follow up appointment made
TCC Outcomes and Challenges

• Reports were created tying readmission outcomes to specific criteria:
  – Med reconciliation
  – Discharge summary present
  – Follow up appointment made

• Most challenging aspect of program is who owns the feedback and the correlation of findings to readmission
Registry Management Team

• A partnership (Quality, Primary Care and Telecare) that supports care teams in their standard work at the visit, in addition to population management outside the visit.

• A goal of improving overall health by meeting the ambulatory metric targets in the Clinical Quality Dashboard.

• Centralized team of dedicated staff who focus daily work on chart scrub and registry management.

• Adoption of standard work.

• Staff alignment to specific clinics to create relationships with patients and providers in the clinics and communities they are supporting.
RMT Recent Success

• After focusing on **Depression** for 4 months, RMT helped to move the KPI Quality Metrics from **red to green** through focused patient contact using registries; has remained green.

• After focusing on **Adult and Pediatric Asthma** for 3 weeks of working the clarity reports, we have moved from **red to green** and remain green.
Patient Care Coordination Centers Overview

- Clinical Call Centers in four cities
- Consistent technology build and reporting in all centers
- Same job description, regardless of bargaining unit
- Consistent management structure
- Service level and quality metrics are standard in all centers
- Processes are standard to the degree possible
Call Center Functions

Core Function
• Appointment scheduling
• Pre-visit planning
• Empanelment
• Colorectal cancer screening
• Smoking cessation line
• Pre-registration

Alignment to Strategy
• Standard work
• Chronic Disease Mgmt.
• ACO
• Population Health
• Population Health
• Cost effective care
Referral Center

- Establish a single point of contact for incoming external referrals

- Create a smooth system for the flow of information into and within Essentia, with a handover back to the referring physician

- Make it easy for external referrers to obtain consults for patients who need specialty care from Essentia Health

- EH – East received ~25,000 incoming external specialty referrals over the last two years*
Telecare Technology
Appointment Reminders

Initially 100% appointment reminders sent by phone

• Poor response rate
• Often went to voicemail or patient hangs up before listening to the call to action of confirming
• Not effective on reducing no-show rates
Telecare Technology
Appointment Reminders

Decision made to migrate to text reminders

• Response rates increased when reminders offered by text
• No show rates decreased when more reminders were sent via text versus phone
• New opportunity forthcoming for bi-directional interface for immediate opening of slot in Epic when patient indicates they wish to cancel
• Bi-directional interface will improve access by immediately opening cancelled slots for other patients
Telecare Technology

• MyHealth
  – 47.6% of patients have MyHealth
  – Online scheduling
  – Prescription refill requests

• E-visits
  – Volume is low
  – Plans to enhance the program
  – Eventually offer after hours virtual visit with NP/PA in conjunction with RN triage
One Mission, One Essentia

We are called to make a healthy difference in people’s lives.

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Right Care, Every Patient, Every Time, Everywhere

Questions