How to Create Home Health Value in Pursuit of the Triple Aim

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In 2013:
– Health System under financial pressure, changing reimbursement and incentives under healthcare reform
– The value proposition of Home Health (LHHCS) was uncertain, from the Hospital Board Room
  • LHHCS financial performance under budget
  • Capacity management strained – not meeting hospital’s needs in timely fashion
  • Outcomes average
  • Front line leadership inconsistent
  • Director position vacant – history of problems

Lake Health Home Care Services was at a Strategic Inflection Point
“A strategic inflection point is the time in the life of a business when its fundamentals area about to change; that change can mean an opportunity to rise to new heights. But, it may just as likely signal the beginning of the end.”

Andrew S. Grove  
Co Founder, Intel  
- Author: Only the Paranoid Survive

Advocating for the Value Proposition of Healthcare at Home

- Executive VP overseeing LHHCS understood the suppressed value of healthcare at home.
- Key inflection point: decision made to optimize, rather than divest.
- An organizational journey was set in motion.
- We knew…
Who We Were Yesterday

Cannot Be Who We Are Tomorrow

**WE Must Change**

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The Desired Destination?
Excellence in Service of
*The Triple Aim*

Improving the patient experience of care (including quality and satisfaction);

Improving the health of populations; and

Reducing the per capita cost of health care.

Institute for Healthcare Improvement
Your Destination Defines Your Vehicles

- Shorts
- Suntan lotion
- Summer clothes
- Surfboard
- Golf clubs
- Sandals

- Winter coats
- Wool hats
- Goggles
- Skis
- Poles
- Snow boots
## Definitions

<table>
<thead>
<tr>
<th><strong>Destinations</strong></th>
<th>Your ultimate goals. What you are ultimately trying to achieve.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vehicles</strong></td>
<td>The programs and services you use to achieve your destination.</td>
</tr>
<tr>
<td><strong>Tools</strong></td>
<td>Components used within vehicles to help achieve your destinations.</td>
</tr>
</tbody>
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## The Vehicle Needed an Overhaul

- Structure
- Function
- Clinical Model
- Leadership
Form Follows Function
Redesigned vehicle (structure) to optimize performance:

- Leadership: develop ability, willingness and confidence
- Manpower: predictive staffing (ahead of revenue), establish a stable employee workforce geared toward growth
- Workflow: lose the waste, standardize processes
- Clinical Model: interdisciplinary awareness of goal oriented care processes – hardwire risk reduction

The Hope for Change
The Reality of Major Change

Leaders Know…
It Will Get Worse Before it Gets Better

Personal Change Curve
Tools – Made the Vehicle “Run”

• Interdisciplinary Teams: goal directed

• Care Management – Hard-wiring of risk management: achieving optimal outcome within most efficient use of IDT visits

• Leadership to accountability within a highly satisfying work environment
  – Moving supervision to where the work is performed
  – Leaders trained in functional management theory (Supervision Plus®)
  – Goal directed leadership – Clear Key Performance Indicators (KPI’s)

Tools to Measure Performance?

Key Performance Indicators

1. Financial Performance to Budget
2. High Productivity: caseload/visits/outcomes
3. Timely, quality documentation (charting at the POC)
   ✓ OASIS integrity! “OASIS Think” and the “OASIS Walk”
   ✓ Best practice use of software and behaviors to achieve it in a satisfying manner.
4. High quality:
   ✓ Top 25% composite quality – STAR ratings
   ✓ Top 25% patient experience - HHCAHPS
   ✓ Top 25% of lowest unplanned hospitalization rates – Bundles!
     ✓ Heart Failure (pending)
     ✓ Total Knee and Hip (current)
Outcomes of Change: Increased Value in Service of the Triple Aim

1. Low total cost/visit (a product of reduced indirect expense, enhanced productivity and revenue growth)
   - 4th lowest total cost per visit out of five local agency comparison
   - 95% improvement in net income from FY14 to FY15, YTD

2. STAR ratings
   - 4 Stars

3. Top 25% patient experience – HHCAHPS
   - 88% LHHCS v. 80% SHP national database

Happy Employees – Happy Patients

- Gallup 2015: Employee Engagement
  - #1 department within Post-Acute and well above the Mean for the Lake Health System

- HHCAHPS:

<table>
<thead>
<tr>
<th>Category</th>
<th>LHHCS</th>
<th>SHP Database</th>
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</thead>
<tbody>
<tr>
<td>Care of Patients</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td>CX between...</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td>Specific Care Issues</td>
<td>95%</td>
<td>90%</td>
</tr>
<tr>
<td>9/10 or 10/10 Likelihood to...</td>
<td>95%</td>
<td>90%</td>
</tr>
</tbody>
</table>
Outcomes Improve – Increasing Value

Outcomes Achieved

LHHCS vs. National Database
Demonstrating Value

Outcomes Achieved
The Foundation for the New US Healthcare System: Value Based Integrated Health Care

“We must shift the focus from the volume and profitability of services provided” – physician visits, hospitalizations, home care visits, procedures and tests structured around the silo approach – “to the patient outcomes achieved” through integration.

Dr. Michael Porter
Lake Health Home Care Services

Reaching new heights in pursuit of the Triple Aim

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