IMPROVING HEALTH OUTCOMES OF PATIENTS WE SERVE
Executive Director’s Update: Collaborative Continues to Add Value

As the nation’s health care delivery system rapidly changes, the Health Network of Missouri (HNM) is innovating to develop ways to deliver the right medical care at the right place and at the right time. With its array of services throughout the state, the addition of Compass Health Network to HNM makes the collaborative poised to fulfill its mission of improving access and the coordination of care for Missourians.

Compass Health Network is comprised of Pathways Community Health, Crider Health Center and Royal Oaks Hospital. It is the largest certified community behavioral health center in Missouri, a Federally Qualified Health Center (FQHC) in designated locations, and engages in community partnerships to provide an integrated health approach for individuals in need.

Compass Health Network’s full continuum of services range from acute psychiatric hospitalization to community-based behavioral health, crisis services, outpatient behavioral health, dental care, developmental disabilities support, family medicine and primary care, pharmacy services and substance use disorders treatment. The organization served more than 120,880 customers in fiscal year 2018.

With the addition of Compass Health Network, HNM now has more than 1,080 hospital beds, more than 13,300 employees and approximately 1,140 affiliated physicians in communities throughout central and northeast Missouri.

The University of Missouri School of Medicine has leveraged the health network to support medical student training at member sites. A rural medical services grant has provided $216,333 through 2018. The Health Network of Missouri and MU are exploring extending the Family and Community Medicine Residency Program to three members in the near future.

Our collective cost savings from 2015 through 2018 has eclipsed $4.2 million. Our ability to work together to support our goals will only accelerate as we onboard a single population health management platform later this year.

The network’s desire to improve the patient experience and operational efficiencies while improving care across the network is truly an inspiration. Without the leadership of our members and the hard work of our teams, we would not be able to achieve our goals.

Thank you,

TOM TISONE
EXECUTIVE DIRECTOR
HEALTH NETWORK OF MISSOURI

UPDATE

HNM serves more communities with addition of Compass Health Network
The care coordination task force was formed to identify the clinically relevant information needed to effectively manage patients who transition across venues while ensuring necessary information is available for providers in advance of patient care.

The task force developed a system that automates the delivery of information to the appropriate provider using electronic faxes. The system ensures better-coordinated care among Health Network of Missouri providers. An alternative solution was also identified to transition from faxes to a system that is integrated into electronic medical records.

A goal of the health network is to identify and implement a common record for Health Network of Missouri that ensures all member providers have a holistic view of patient care, regardless of which member delivered the care. Cerner’s HealtheIntent is one of the tools we are in the process of onboarding to all Health Network of Missouri members. This streamlined platform will help the task force achieve that goal.

A post-acute care transition task force was created within the larger care coordination task force to focus on the post-acute venue. The group is sharing best practices and created patient education materials. The team focuses on standardizing the information that is given to patients about post-acute care institutions using publicly reported data.

The post-acute care task force is now evaluating participation in a $1.35 million Agency for Healthcare Research and Quality grant. The grant will fund the research and care teams that will support the communication between participating Health Network of Missouri member hospitals and their respective skilled nursing facilities.

Reinforcing seamless care transition

CO-CHAIRS, Care Coordination:

RANDALL HAIGHT, MD
VICE PRESIDENT OF MEDICAL AFFAIRS, CAPITAL REGION MEDICAL CENTER

MIKE SEDA
SENIOR DIRECTOR OF REGIONAL OPERATIONS, TIGER INSTITUTE FOR HEALTH INNOVATION, MU HEALTH CARE

CO-CHAIRS, Post-Acute Care Team:

GREG WORSOWICZ, MD, MBA
CHAIR, MU DEPARTMENT OF PHYSICAL MEDICINE AND REHABILITATION, MEDICAL DIRECTOR, RUSK REHABILITATION CENTER

EMILY ROYAL, MHA
BUSINESS DEVELOPMENT AND PROGRAM MANAGER, HANNIBAL REGIONAL HEALTHCARE SYSTEM
Pursuing strategies to improve health and reduce costs

When the population health and quality improvement task force was originally formed, it was comprised of two work groups: the quality improvement work group and the payor contracting group.

Over the past year, the task force leaders agreed that the physician quality improvement and payor contracting work group would align with the MPact central Missouri chapter’s clinically integrated network initiatives within this task force.

Over the last year, the task force created the employer value work group. This group is comprised of each member’s leaders who are responsible for their health system’s employee benefit design and payor contracting. The objective of this group is to be able to demonstrate network capabilities to improve quality while bending the cost curve specific to our employee health plan populations. This will assist each Health Network of Missouri member and/or the network to develop a value proposition to other employer groups and/or payors.

Additionally, the task force engages with each clinical service line work group to focus on quality, operational and financial improvements to individual and aggregate organizational performance. These work groups share best practices around quality data, operational demands and financial opportunities.

CO-CHAIRS, POPULATION HEALTH AND QUALITY IMPROVEMENT:

VINCE COOPER
DIRECTOR, MANAGED CARE & SYSTEM CONTRACTING, MU HEALTH CARE

KRISTIN HAHN-COVER, MD
CHIEF QUALITY OFFICER, MU HEALTH CARE
Supporting members to serve the needs of their communities and the state

The alliance task force is focused on identifying, evaluating and implementing initiatives to support members in serving their communities’ health needs. The task force is active in creating solutions in several sub-areas, including supply chain management, as well as physician recruitment and retention. New work groups are being formed revolving around patient satisfaction and clinical talent acquisition and retention.

PHYSICIAN RECRUITMENT AND RETENTION

This group is working on three areas to enhance ways to recruit and retain physicians in Missouri.

• Leveraging the Health Network of Missouri to access a rural medical services grant to fund the expansion of rural clinical training sites for medical students and primary care residents. The $216,000 grant funds the medical directors, student site coordinators, housing and three Capital Region Medical Center resident physician salaries to rotate for one month at MU Health Care’s Women’s and Children’s Hospital to gain experience in a neonatal intensive care unit.

• Exclusive annual Health Network of Missouri resident recruitment reception.

• Family medicine residency site expansion, with the objective of improving the likelihood of residents staying in the community. This program will extend the family medicine residency program to eligible Health Network of Missouri members. Bothwell Regional Health Center, Hannibal Regional Healthcare System and Lake Regional Health System meet these rural training track requirements. MU Health Care is seeking a $750,000 grant to support startup of the initiative.

SUPPLY CHAIN

The supply chain leaders routinely review areas of potential collaboration around significant capital items and opportunities to bundle purchases and share information. We continue to have savings around technology alignment of nearly $697,948 in calendar year 2018. For the first full three years of the collaborative, the Health Network of Missouri has seen $4.1 million in cost savings. Current initiatives include working together with a regional group purchasing organization, orthopaedic implants, imaging solutions, an evaluation of engaging consultants to improve costs relative to fiber connections, and biomedical service agreement opportunities.

CO-CHAIRS:

KRISTEN MEADE
DIRECTOR OF SUPPLY CHAIN, UNIVERSITY OF MISSOURI SYSTEM, MU HEALTH CARE

BRAD MYERS
DIRECTOR OF PHARMACY SERVICES, MU HEALTH CARE

TJ SWEET
PRACTICE MANAGER, ELLIS FISCHEL CANCER CENTER, MU HEALTH CARE
BEHAVIORAL HEALTH
Because behavioral health is a major concern in each of the counties of Health Network of Missouri members, the health network formed a behavioral health task force to improve access to critical mental health services. Created in fall 2018, the task force members share best practices and learn from each other. Some of the members are working on projects such as a medical detoxification program, measurement tools for assessing suicide risks, increasing the types of therapeutic groups, improved documentation, expanding access for the treatment of substance use disorder and more.

CARDIOVASCULAR
The heart service line task force continues to collaborate on a variety of initiatives around patient protocols, cost-saving opportunities and the sharing of best practices. The group is collecting data on the American College of Cardiology-percutaneous coronary intervention registry measures (ACC-PCI). The team’s specific focus for 2019-2020 is PCI inhospital risk adjusted bleeding events and the median time to immediate PCI for STEMI patients. It is imperative to continually improve the door-to-balloon times so the benefits of PCI are not lost from excess cardiac muscle damage due to delays in opening occluded vessel. Time is muscle.

ONCOLOGY
Health Network of Missouri oncology service line leaders are working together to identify oncology pathways that can be incorporated into their practices. This is due to the increasingly complex therapeutic landscape, escalating treatment costs, changing reimbursement models and increasing demands on the oncology providers. Incorporating oncology pathways into practice will eliminate unnecessary clinical variation, which better positions practices to work more efficiently and keep quality, safety and cost at the center of the care being provided.

Members of the oncology team are also working to share best practices around the CMS OP-35 measures: Admission/Emergency Department Visits for Patients Receiving Outpatient Chemotherapy. Team members are assessing baseline data and are working with the Tiger Institute for Health Innovation on a HealtheIntent dashboard to look at real-time data, which positions practices for success. The team is looking into co-developing a predictive analytics solution with Cerner that would allow members to proactively reach out and manage high-risk patients in advance of an ED visit or inpatient admission.

PHARMACY
The pharmacy services leadership group has made progress on moving forward with specialty pharmacy collaborative relationships within the membership. In March, Capital Region Medical Center initiated a medication management project, leveraging HealtheIntent to improve employee diabetic medication management and compliance. It is projected that this project will save the employee health plan approximately $668,000 over three years. This project will likely scale to other Health Network of Missouri members as the population health platform is implemented.

Most recently, Lake Regional Health System and MU Health Care collaborated on the development of the Lake Regional Health System medication history program. This program improves accuracy of the data collected, thus improving patient safety.

SURGICAL SERVICES
The operating room is traditionally one of the higher cost areas within a health system. Surgical services directors have made progress on obtaining data and sharing best practices relative to cost per case, OR start times and other utilization statistics. The implementation of HealtheIntent will likely allow the Health Network of Missouri to measure both cost and utilization data more accurately and efficiently. The team is also in the process of aligning capital purchases to provide for greater cost savings.

WOMEN’S HEALTH
Over the past year, women’s health service line leaders have focused on obtaining baseline perinatal core data from each of the member health systems. The initial opportunity identified was PC-05, Exclusive Breast Milk Feeding. Member health systems shared their methods for improving performance on this measure, and the group will continue to monitor these measures. The service line team is in the process of evaluating collaborative work around maternal patient safety bundles over the coming months.
According to a 2017 report by the Missouri Department of Health and Senior Services, 99 of 114 Missouri counties don’t have enough physicians, with 86 percent of the state classified as health profession shortage areas. However, Health Network of Missouri members are addressing that shortage by introducing students to life in rural areas before they graduate.

In the summer of 2018, 19 students pursuing health careers gathered in Hannibal as part of the second annual MU Area Health Education Center (AHEC) Rural Immersion Program. The four-day experience is designed for health professions students who are interested in living and working in a rural area. As a non-clinical experience, the program highlights the social and communal aspects of rural life. Through group activities and meetings with community leaders, participants get a preview of life as a rural health care professional.

“Serving in a rural setting provides several unique benefits, but unless students have been exposed to these communities, they often aren’t aware of them,” said Kathleen Quinn, PhD, associate dean for rural health at the MU School of Medicine. “Through the Rural Immersion Program, students explore the non-clinical aspects of life as a health care professional in a rural area. It’s our hope that, ultimately, these students will decide to meet the health care needs of rural Missourians.”

Students from the following schools received firsthand exposure to the benefits of rural life:

- MU Sinclair School of Nursing
- MU School of Health Professions
- MU School of Medicine
- University of Missouri-Kansas City School of Pharmacy

During the immersion experience, students stayed in dormitories at Hannibal LaGrange University. They broke into groups that include members of each of the health care disciplines to foster a diversity of thought and experience. Each group spent time interviewing community leaders from four areas: business and government, education, health care and natural resources. On the final day of the program, the students presented their findings to the other student groups and members of the community. In July 2019, students will converge upon Sedalia and Bothwell Regional Health Center as part of the third annual MU AHEC Rural Immersion Program.

“We are very excited to have this program in Hannibal and are thankful for the numerous community and business members who have worked to put together an excellent agenda for the students. The students should leave at the end of the program with a good idea of what it would be like to live and work in America’s Hometown. Some of these students may end up being a part of the future medical community here in Hannibal, and if not, they will go back and tell their peers what a wonderful week they had while they were here,” noted Susan Wathen, vice president of human resources of Hannibal Regional Healthcare System.
Since it was formed, the Health Network of Missouri has focused on a few key objectives: sharing data and best practices, improving health outcomes and lowering costs for patients in member organizations’ communities throughout the state. These objectives support population health management.

The Health Network of Missouri’s strategic relationship with Cerner called for the creation of a new committee that includes leaders from each health system and Cerner. This committee is called the Value Partnership Committee. This committee has a charge to evaluate opportunities and to identify strategies and resources needed from Cerner and the Health Network of Missouri to create and measure value across the network.

The first project charter has been adopted by Capital Region Medical Center and Cerner to enhance medication management. This project is estimated to enhance patient medication adherence by 5 percent while enhancing the financial performance of Capital Region Medical Center by $668,000 over the next three years. We will be able to scale this project, and others, as HealtheIntent is implemented throughout the network.

The value partnership committee is actively working with various task forces within the compacts to assess additional opportunities.
Bothwell Regional Health Center includes a 145-bed hospital in Sedalia, Missouri, and 13 clinics located throughout Sedalia, Cole Camp and Warsaw, Missouri. In addition to offering primary care and more than 30 specialties, Bothwell has the only cath lab for heart care in west-central Missouri. It also offers full-time cardiologists, cancer specialists and orthopedic surgeons, plus an accredited sleep center, accredited wound healing center and dedicated cancer center. To learn more about how you can get well and stay well at Bothwell, visit brhc.org.

Hannibal Regional Healthcare System, independently serving the Hannibal area for over 115 years, is the parent organization of Hannibal Regional Hospital, Hannibal Regional Medical Group and Hannibal Regional Foundation. Hannibal Regional Hospital is a 99-bed acute care hospital providing comprehensive health and wellness services to more than 125,000 residents in the tri-state area. Hannibal Regional Medical Group is a growing multispecialty physician group delivering primary, specialty and express care services at eleven locations in Missouri, including Complete Family Medicine locations in northern Missouri. Hannibal Regional also serves the community with services such as the James E. Cary Cancer Center, Hannibal Children's Center and other vital resources to assist the community on their quest to better health. For more information on Hannibal Regional Healthcare System, visit hannibalregional.org.

Capital Region Medical Center, an affiliate of MU Health Care, encompasses a full-service hospital, a comprehensive cancer program at Goldschmidt Cancer Center, a home health agency and an expansive clinic system covering eight counties. CRMC is Jefferson City’s only designated stroke center and provides access to robotic surgical services. Within the hospital, the Inpatient Rehabilitation Center is one of the few accredited hospital-based rehabilitation centers in the state. Capital Region’s fitness facility, the Sam B. Cook Healthplex, is the community’s only hospital-based, medically directed fitness facility and is home to adult and pediatric outpatient therapy services. From prenatal and obstetric care to orthopaedic and cardiovascular services, Capital Region provides innovative health care, advancing its mission to improve the health and wellness of the communities it serves. For more information, visit crmc.org.
LAKE REGIONAL HEALTH SYSTEM
Lake Regional Health System provides comprehensive health care to residents and visitors throughout the Lake of the Ozarks area and surrounding counties. Major service lines include cancer care, heart care, orthopedics and women’s health. The hospital, located in Osage Beach, is a state-designated Level II Stroke Center, Level II STEMI (heart attack) Center and Level III Trauma Center. Lake Regional also operates 30 clinics, including primary, specialty and walk-in care, as well as rehab therapy clinics, retail pharmacies, and home health and hospice services. To learn more, visit lakeregional.com.

MU HEALTH CARE
As the state’s premier academic health system, University of Missouri Health Care offers a full spectrum of care, ranging from primary care to highly specialized, multidisciplinary treatment for patients with the most severe illnesses and injuries. Patients from each of Missouri’s 114 counties are served by approximately 6,000 physicians, nurses and health care professionals at MU Health Care. MU Health Care facilities include Ellis Fischel Cancer Center, the Missouri Orthopaedic Institute, the Missouri Psychiatric Center, University Hospital, and Women’s and Children’s Hospital in Columbia. Affiliates include Capital Region Medical Center in Jefferson City, Columbia Family Medical Group, Columbia Surgical Associates and Rusk Rehabilitation Center. New clinic locations in 2017 include Family Medicine – Fulton Family Health and the Family Medicine clinic in Ashland. MU Health Care is a founding member of the Health Network of Missouri and MPact Health. More than 50 MU Health Care outpatient clinics in central Missouri receive outpatient visits exceeding 550,000 annually. For more information, visit muhealth.org.

COMPASS HEALTH NETWORK
Compass Health is a nonprofit health care organization that provides a full continuum of behavioral health services as well as family medicine/primary care and dental health services throughout Missouri and Louisiana. Pathways Community Health, Crider Health Center and Royal Oaks Hospital form Compass Health Network. Our mission is: Inspire Hope. Promote Wellness. Learn more about Compass Health Network by visiting www.compasshealthnetwork.org.