MICHIGAN HEALTH ENDOWMENT FUND

Harnessing the Power of Analytics

Creating Innovative Solutions for People with Complex Conditions

Lynda M. Zeller June 5, 2019 Open Minds Strategy & Innovation Institute

Today's Discussion

National Environment

Policy Changes, Industry Trends, Future Care Delivery

Payer Preference

Value Based Models, Incentivizing Practice Change

Providers

Data Analytics for Meaningful Strategy

Provider Opportunity

Disruptive Business Models



National Environment

Policy Changes Industry Trends Future Care Delivery



National Environment: Policy, Trends, Behavioral Health (BH) Care Delivery

Policy

- Integration: Problem solving-gaps in service, complex populations
- Managed Care & Value-Based Purchasing: Incent change for high-cost or high-risk

Trends

- Social Determinant: impact on physical health (PH) and BH
- Barrier Removal: Secure info sharing
- **Structure**: Carve-in, provider risk share, increasing community provider managed care for complex populations

Care Delivery

- Workforce: Demand vs. supply
- Integration: Data driven, strategically target problems (for mutual benefit)
- Health Information Exchange
 (HIE): Cross provider "use" driven
- Analytics: What do you have? what is missing? Who has it? What mutual problem can be solved if we both share? How much disruption in practice can I tolerate? What disruption in others' practice do I need? What are the legal boundaries to harnessing and using data?



Harnessing Data to Inform Policy & Strategy

Viewpoint: Michigan



Informing Policy & Delivery System Strategy

Michigan's Journey

Provider Information Sharing

Right Information. Right Time. Clinical Use-Case Driven. Secure. Consent protected.

Data Sharing for System Learning & Action

- Value Based Purchasing (VBP)
- Incentivizing Practice Change
- Purposeful Disruption

Michigan Non-Profit Tech & Data Advancements (view from Michigan Health Endowment Fund)

Health Information Exchange Backbone

Hub and Spoke Network of Networks



MiHIN is Michiga

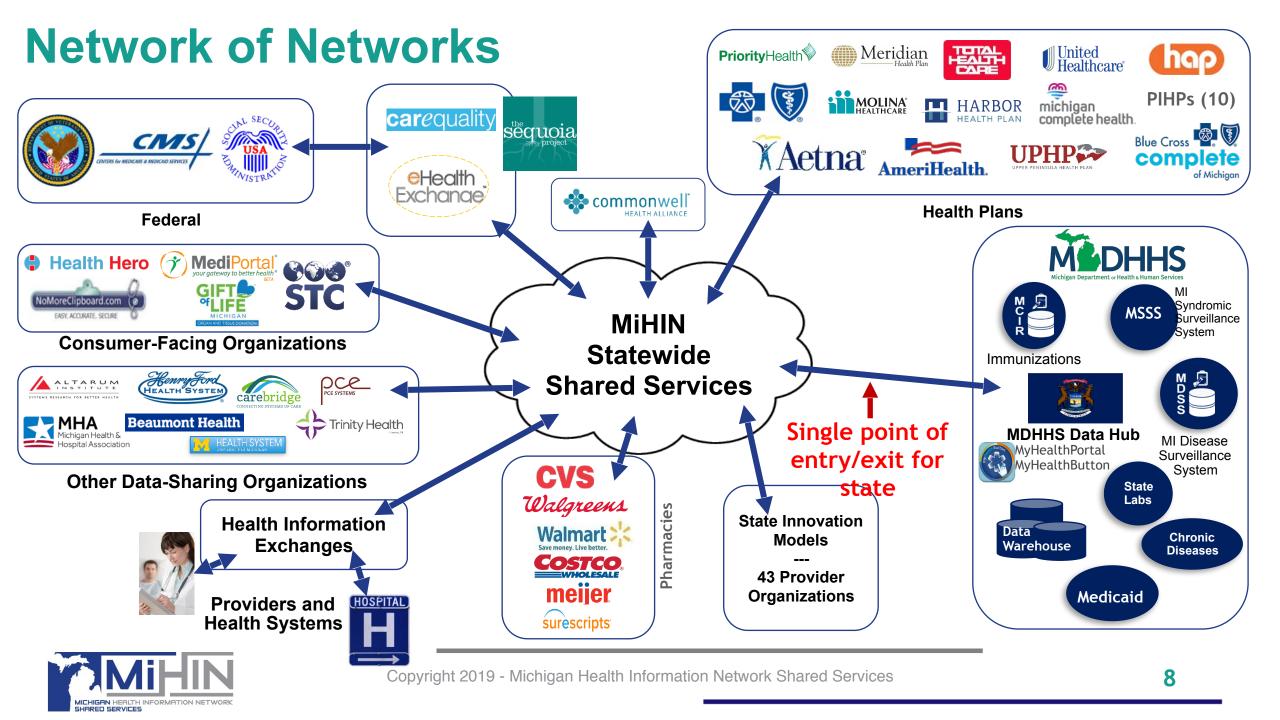
entity to continuously improve healthcare quality, efficiency, and patient safety by promoting secure, electronic exchange of health information. MiHIN represents a growing network of public and private organizations working to overcome data sharing barriers, reduce costs, and ultimately advance the health of Michigan's population.



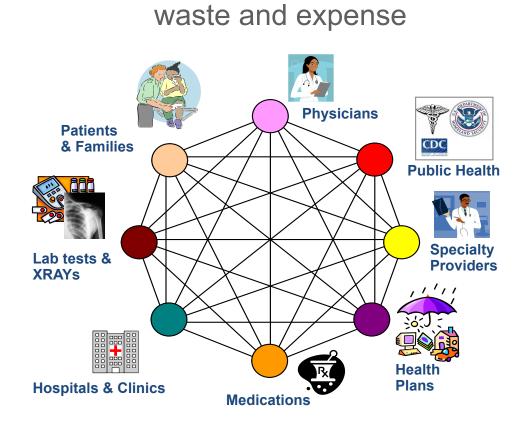
Michigan Health Information Network Shared Services (MiHIN)

A network for sharing health information statewide for Michigan





Statewide Health Information Exchange Creates Efficiency

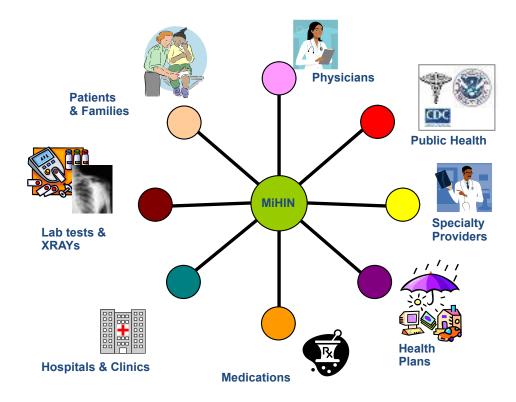


BEFORE

Duplication of effort,

NOW

Connect once to access shared services

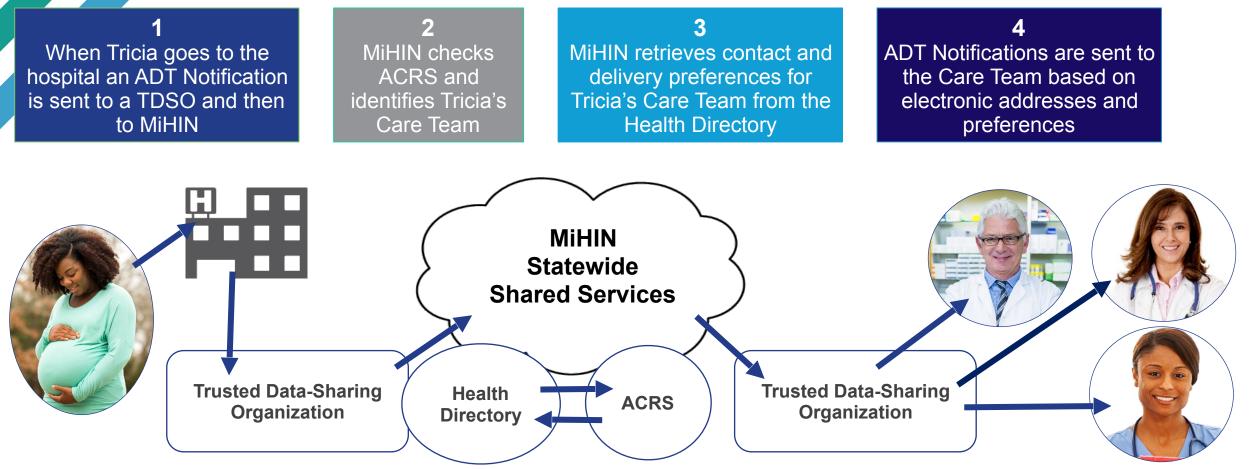




Copyright 2019 - Michigan Health Information Network Shared Services

Example Today: Admission, Discharge, Transfer Notifications

Keeping care team members informed on a patient's major health events



ACRS® = Active Care Relationship Service®



FUTURE Example: Electronic Consent Management Service (eCMS)

The Electronic Consent Management Service (eCMS) allows patients to update their consent preferences electronically. eCMS also builds a statewide solution for managing consent preferences to ensure the appropriate consent is in place before specially protected information is routed to its destination.

Electronic Consent Management Service Value

•Use of consumer portal to update consent preferences electronically

- Ease of access allows for greater patient autonomy
- Ability to save consent preferences in real time
- Ability to store multiple consent forms in one location
- Provides a practical solution to sharing specially protected information
 - Create provider and state based functionality to manage consent preferences
 - Inclusion of privacy tags to ensure consent is checked for SPI
 - Increase in care coordination by sending previously withheld info
- Removes the burden of paper-based consent processes such as duplication and disorganization

FY19 Milestones:

- Refine the desktop consumer portal, where healthcare consumers can search for and add providers to standard consent forms in real-time
- Create a mobile application that will have the same capabilities as the desktop application
- Build provider and statewide eCMS infrastructure where providers can ensure adequate consent is on file before routing specially protected information
- Secure a pilot participant to test the solution in real world environment



Michigan Department of Health and Human Services (MDHHS) Tool for Problem Solving

- **MDHHS "Care Connect 360":** Homegrown. Started Small. Purpose Driven Expansion. Powered by Data Warehouse. Health AND Human Services Data.
- Original Goal: Improve Care Coordination for Medicaid beneficiaries
- Access to Data: common need across several MDHHS initiatives
- Single solution to address needs across initiatives
- MDHHS decision to leverage existing tools rather than purchasing new ones
- Developed for and owned by Michigan Department of Health and Human Services

What is CareConnect 360?

- Statewide Care Management Web Portal
- Comprehensive view of individuals and populations across programs making it possible to:
 - effectively assess and analyze program data
 - make better and faster decisions
 - manage and measure programs
 - reduce costs
 - improve outcomes
- Facilitates sharing of critical cross-system information
 - Behavioral health
 - Physical health
 - Assistance and support services
- Backbone is Michigan's Enterprise Data Warehouse

Enterprise Data Warehouse – DHHS Data Sets

Health Data

- Breast and Cervical Cancer
- **Community Mental Health**
- **Community Mental Health**
- Children's Special Health Care Services
- Early & Periodic Screening, Diagnostic, and Treatment (EPSDT)
- Health Risk Assessments •
- Home Help Payments, Assessments
- Lead Screening
- Long Term Care
 - Home Care ٠
 - Nursing Home
 - OASIS
- Maternal & Infant Health Program (MIHP)
- Michigan Care Improvement Registry (MCIR)
- Medicaid Beneficiary Eligibility
- Medicaid Fee-for-Service
- Medicaid Managed Care
 - Payments ٠
 - Encounters •
- Medicaid Provider
 - Eligibility
 - License
 - Network
 - DEA/CLIA
- Medicaid MI Choice Minimum Data Set
- Medicare

Health Data (cont'd)

- MIChild
- Pharmacy (Claims, NDC, MAC, CMS rebate)
- Substance Use Disorder
- Third Party Liability
- Vital Records Death/Birth/Paternity
- Waivers
 - Habilitation Support
 - Children's
 - Serious Emotional Disturbance
 - Autism
 - ICO (Dual Eligibles)
- Health HomeWomen Infants and Children

Human Services Data

- Public Assistance Payment History
- Public Assistance Eligibility & History
- Child Development and Care & Payment History
- Electronic Benefit Transfer
- Child & Family Services
- Services Provider
- Foster Care & Adoption
- Child & Adult Protective Services
- Adoption Subsidy
- Child Support



Enterprise Data Warehouse – Non-DHHS Data Sets

- Department of Corrections
 - Prisoner, Probationer, Parolee demographics
- State Police
 - Personal Protection Orders
- State Court Administrative Office (Circuit, District, Probate, Criminal, Juvenile, Civil & Traffic Courts)
 - Demographics
 - Cases
 - Offenses
 - Sentencing
 - Financial
- Department of Licensing and Regulatory Affairs
 - Worker's Compensation
 - Unemployment
 - Quarterly Wages
 - MI State Housing Authority Clients
 - Professional License

- Department of Natural Resources
 - Hunting License
 - Campground Reservations
- Secretary of State
 - Driver's License
- Department of Treasury
 - New Hire
 - MI & Federal Individual Tax
 - MI & Federal Business Tax
- Federal
 - SSI and RSDI Claims & Payments
 - Census
 - Federal Case Registry (Child Support)
 - U.S. Customs
 - Financial Institution Data Match
 - Social Security Demographics



CareConnect360 - Current Users

- Medicaid Health Plans (PH Medicaid) 154 users
- PIHPs (BH Carve Out Medicaid) and CMHs 301 users
- **SUD Provider Organizations** 8 users
- ICOs (Integrated Care Organizations) 94 users
- FQHCs (Federal Qualified Health Centers) 26 users
- Local Health Departments 17 users
- MDHHS (includes state Foster Care workers and Health Liaison Officers, Juvenile Justice workers, Medicaid) – 243 users
- Private Agency Foster Care Workers 92 users
- Coordination of Care and services for Medicaid beneficiaries across plans
- Identification of high risk/high cost individuals



CareConnect360 - Current Functions

Individual perspective – Beneficiary Lookup Tool

- Client Summary
- ADT Messages
- Client Profile
- Claims
- Notify
- Interactive Care Plan

Population perspective

- Quick Analysis
- List Analysis
- Population Analysis



Demographic Information and Client Summary Tab-CC 360

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| Address: XXXX | | | | | Death | Date: | XXXX | | | |
| Contact No: (XXX) | XXX-XXXX | | | Coun | ty of Resid | ence: | XXXX(XX) | | | |
| Race: XXXX | | | | | Ethr | icity: | XXXX | | | |
| Medicaid Health Plan: Harbo | r Health | | | | Ge | nder: | XXXX | | | |
| Assigned PIHP: Detroit | Wayne Mental Hith Aut | hority | | | | Dual: | NO | | | |
| Primary Care Provider: HERN | DON KATRICE I (1407 | 969827) | | | MAGI India | ator: | | | | |
| Last MD/DO Claim: MEHT | A MANISHA (XX/XX/X | <u>XXX)</u> | | Curre | nt Benefit F | lans: | Click to v | iew all | plans | |
| Last Care Mgmt Visit: LINCO | LN BEHAVIORAL SER K/XXXX) | VICES MAIN OFFIC | <u>E</u> (| Curren | nt BMP Assi Provi | gned ders: | None | | | |
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Client Profile Tab – CC360

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| Client Sun | nmary AD | T Messages | Client Profile | Claims | Notify | Interactive C | are Plan |
| lient Profile | | | | | | | |
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| | Psychiatric IP Ser | | | | PIHP Treatment I | | |
| | Enrolled in Health H | | | Health | Risk Assessment | | |
| | Youth Foster (PIHP Service (last 6 mor | | | BILL | Home P Service (last 12 r | e Health: Yes | |
| <u>1</u> | Current or Past CS | | | <u>rin</u> | | Claims: No | |
| | Healthy Michigan | | | | Flint Waiver Po | | |
| | Well Child His | | | | | Choice: No | |
| | Hos | pice: No | | | Nursing | Facility: No | |
| | <u>P</u> | ACE: No | Healthy B | ehaviors - Preventive | Services (last 12 i | months): No | |
| Healthy Be | haviors - Wellness Serv | ices: No | | | | | |
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| ٦ | Detroit Wayne | | Carelink Network | XX/XX/XXXX XX/XX/XXXX | | T1017 T1017 | Office |
| 13568 | Detroit Wayne Mental Hlth Authority Detroit Wayne | 1183310 | Carelink Network GEN FUND Carelink Network | | management Targeted case | | |



Client Summary Tab – Pharmacy Tile Detail-CC 360

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ADT Messages Tab-CC 360

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| Event Type | Event Date | Hospital System | Hospital Name | Admission Date | Patient Class | Admission Type | | |
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| A02:Transfer | XX/XX/XXXX | Garden City | Garden City Hospital | XX/XX/XXXX | Inpatient | Emergency | | |
| A06:Change OP to IP | Change OP to IP XX/XX/XXXX | | Garden City Hospital | XX/XX/XXXX | Inpatient | Emergency | | |
| A04:Register a Patient | XX/XX/XXXX | Garden City | Garden City Hospital | XX/XX/XXXX | Outpatient | Emergency | | |
| | Register a Patient XX/XX/XXXX | | DMC Detroit Receiving Hospital | XX/XX/XXXX | Outpatient | Routine | | |
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| A04:Register a Patient A04:Register a Patient A03:Discharge | XX/XX/XXXX XX/XX/XXXX | Detroit Medical Center | Hospital DMC Harper University Hospital/DMC Hutzel Women's Hospital | XX/XX/XXXX | Outpatient | Routine | | |

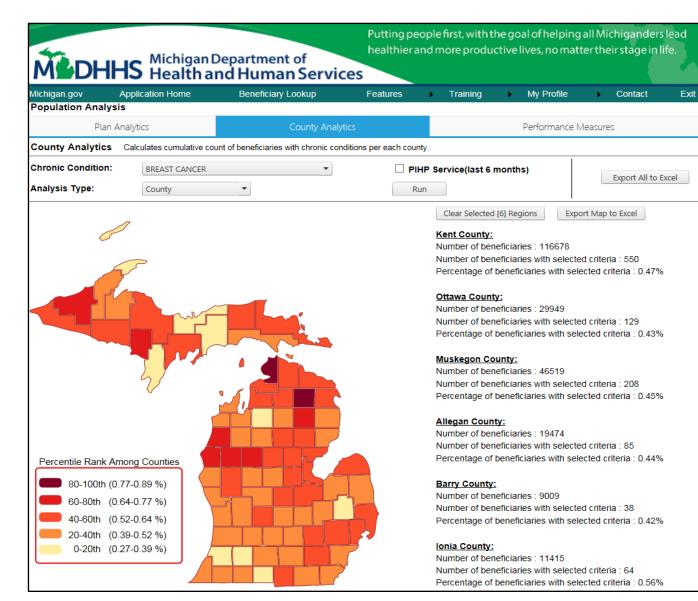


List Analysis Result - Emergency Department High Utilizers- CC 360

| MOHH | IS Health | Department and Humar | of n Ser | healthierand mo | | al of helping all Mi lives, no matter the | | |
|--|-----------------------|-------------------------|-------------|------------------------------|--------------|--|------------|-----------|
| Michigan.gov A | Application Home | Beneficiary L | ookup | Features Features | Training 🛛 🕨 | My Profile | Contact | Exit |
| List Analysis This pa | ige creates custom be | eneficiary lists based | on sele | ected criteria. | | | | |
| Program: | ED Utilization-High | | • | Saved Lists | Select List | | X | • |
| Date Range : | 12/20/2016 III To | 06/20/2018 | F | PIHP Service(last 6 months): | Run | | | |
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Population Analysis – County Analytics-CC 360





Harnessing & Analyzing Data

Building Meaningful Strategy – Informed by Analytics Preparing & Promoting Service Delivery Disruption



Complex Population – MDHHS Housing and Health Care Initiative

- Identify homeless Medicaid population with high ED utilization and inpatient costs and pilot a housing intervention and supportive services
- Determine if the homeless population was a more expensive population
- Understand the homeless populations utilization of other safety net programs (SNAP, TANF, etc.)
- Use real time healthcare data to inform prioritization of housing resources
- Share data across housing and healthcare sectors to reduce service redundancy and improve care coordination
- Improve the local homeless response system so those needing housing can get assistance
- Build the capacity of housing providers



Data Harnessing:

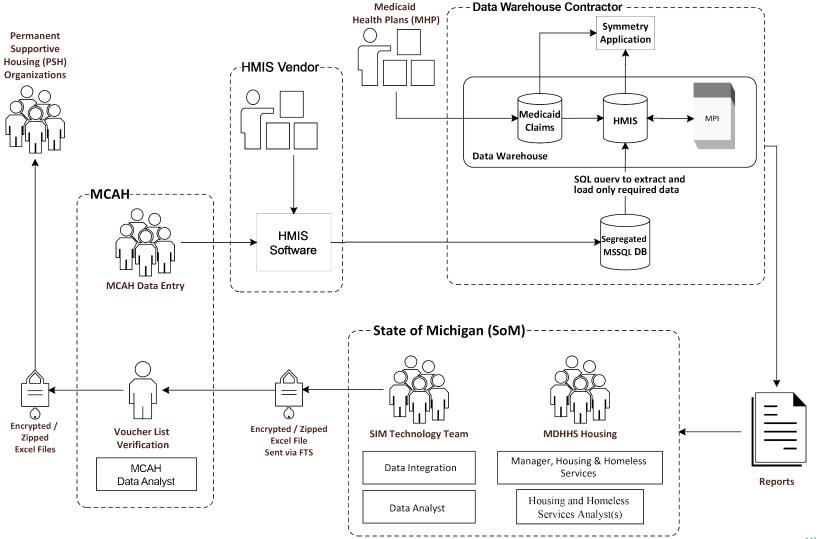
Secure. Consented. Purposeful. Collaborative.

Michigan's HMIS permitted use within an integration environment:

- Record matching-using client identifiers. Then, de-identified. Reflected analysis aggregate only
- Specific PH conditions sharing permitted for eligibility for housing services.
 - Medicaid—Homeless data match—potential housing eligible?
 - First/Last name released for outreach
 - Client release of information obtained for housing provider
- Carefully constructed permitted use: Integrated data shows a person reaches a certain level of acuity, without disclosing specifics about their conditions.
- Result: Protected confidentiality and use of health information as a driver in the housing services eligibility process. High medical acuity persons prioritized for housing services. Gain for both housing and behavioral health providers.



Housing Management Information System (HMIS) & Medicaid



Michigan Department of Health & Human Services

Inpatient Utilization – Inpatient Stays per 1000 member months

- Homeless combined Medicaid and fee for service 29.08
- State total combined Medicaid and fee for service 8.17

Treat and Release ED Visits

- Homeless combined Medicaid and fee for service 297. 24
- State total combined Medicaid and fee for service 70.8

All Cause Readmission

- Homeless combined Medicaid and fee for service 25.75
- State total combined Medicaid and fee for service 17.43

Prevention Quality Indicator

- Homeless combined Medicaid and fee for service 321.31
- State total combined Medicaid and fee for service 123.11

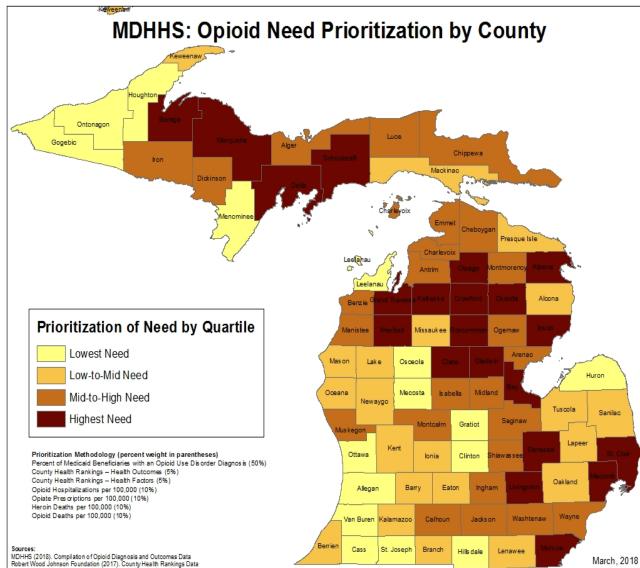


Data Informed Opportunity-Complex Conditions

- Utilization measures show a significant increase in utilization for the HMIS population in the Inpatient and Emergency Department setting
- With average cost of \$22,000 per inpatient visit and \$1,233 per ED visit, even a 30 per cent reduction in utilization would save \$138,000 and \$84,000 per 1000 members respectively.
- Behavioral Health Provider Opportunity! Payer partnership Value Based Purchasing? Housing policy priority for BH clients? Much more!



Complex Population- Data Informed Targeting: Opioid Health Homes



Michigan Opioid Health Home Program:

- Michigan's OHH Website
- <u>Approved OHH State Plan Amendment</u> (MI-18-5000)
- OHH Handbook
- Map of OHH Provider Sites
- MSA Policy Bulletin 18-27
- Overview PPT of OHH
- Brochure



30

Population Analysis – Performance Measures- CC 360

Performance Measure: (follow up after hospitalization for mental illness)

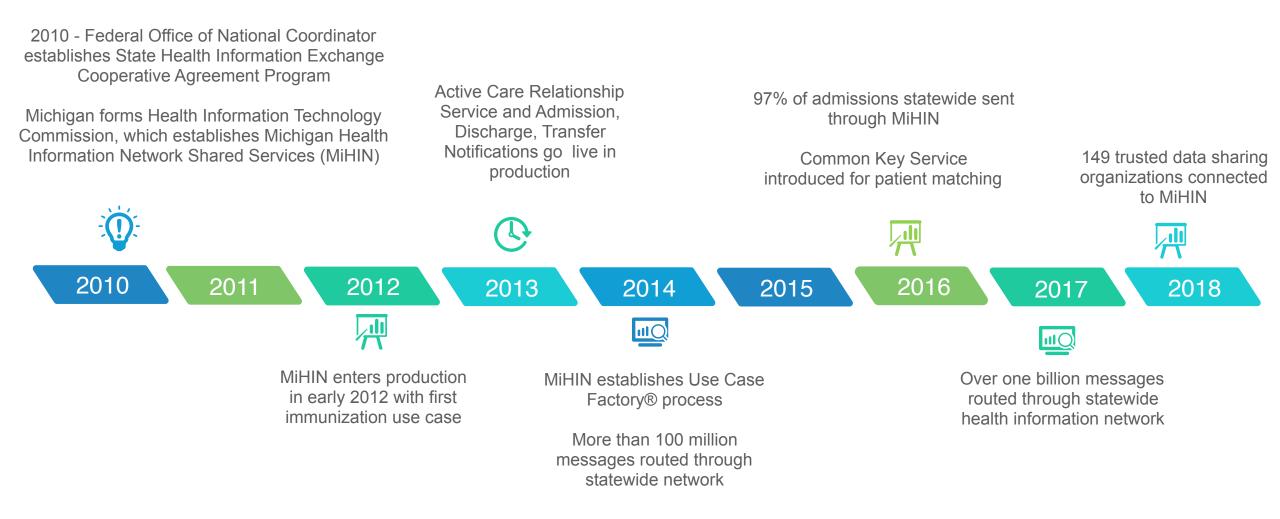
MDHHS current cross-system quality incentive (both PH and MH carve out).

Future provider Value Based Purchasing negotiation opportunity?

Future provider(s) practice(s) disruption advisable or advantageous?

| MEDH | Michigan Department of Health and Human Services | | | | | Putting people first, with the goal of helping all Michiganders lead healthier and more productive lives, no matter their stage in life. | | | | | | | |
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| Population Anal | lysis | | | | | | | | | | | | |
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| Export to Excel 🗐 | FUH: Follow-up 30 days Adult FUH: Follow-up 30 days Child | | | | | | | | | | | | |
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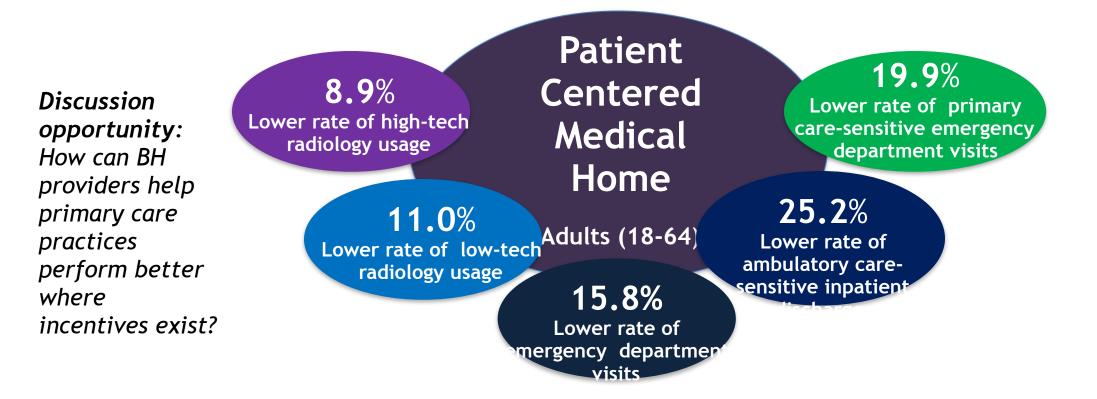
Brief History: Michigan Health Information Network Shared Services







2018 Performance, for PCMH-designated practices compared to non-PCMH designated PGIP practices







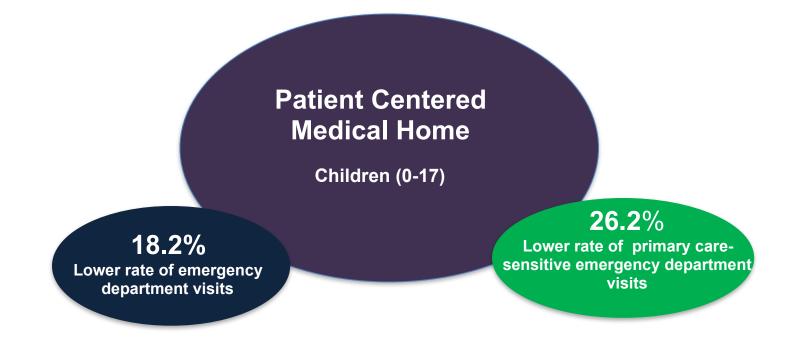
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Blue Cross Blue Shield of Michigan is a nonprofit corporation and independent licensee of the Blue Cross and Blue Shield Association



2018 Performance, for PCMH-designated practices compared to non-PCMH designated PGIP practices

Discussion opportunity: How can BH providers help primary care practices perform better where incentives exist?







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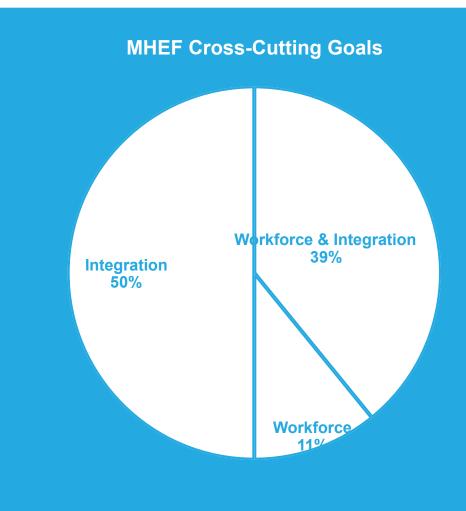
Individual Non-Profit Projects

Supported by Michigan Health Endowment Fund

- 46 total grants | 29 completed as of 4/30/19
- Amount invested: \$12,835,798

Categories of Technology/Data Work:

- Client Education and Behavior Change Communication
- Provider Training and Education
- Telemedicine
- Resource Coordination
- Data Interchange, Interoperability and Accessibilit
- Provider-to-Provider Communication
- Sensors and Point-of-Care Diagnostics
- Data Collection and Reporting



Technology and Data Innovation Examples – Health Fund Grantees

PACE Southeast MI – Remote Care Management Platform Program

- Telehealth approach to remotely monitoring patient health
- Screening process being replicated at PACEs statewide
- Improved coordination or care, less burden on caregivers

University of Michigan – Home-Based Transitional Telecare for Older Veterans

- Telehealth-enabled tablets send information directly to clinicians
- Investigates how wearable sensors can support post-discharge care
- Evaluated standard consumer wearables vs. more sensitive devices for the target population

Personal learning...

Data Strategy and Analytic Projects

- Start small. Use what I have. Seek little things from others for big impact.
- Think big. Persons with complex conditions, shared across systems
- Target strategically. Where small change could make notable gain.

Value-Based Purchasing and Practice Change Incentives

- Learn where practice incentives and VBP exist (hospitals and primary care, commercial and public). Problem solve for mutual success.
- Stay open to disrupting my practice process and my interface with others
- There is plenty of opportunity to harness and analyze data for good regardless of structure (carve in, carve out, fee for service, primary care).

Thank you! Lynda Zeller, Lynda@mihealthfund.org