Funded by the
John A. Hartford foundation,
The NLM, and AHRQ

Initial development at
Intermountain Healthcare

Teamwork and medical Home in Rural settings: a case study with Care Management +

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Date: Sept, 2008

Overview

- The medical home concept requires teamwork, new roles, and a longitudinal approach to patient care.
- These changes require cultural, organizational, and measurement strategies.
- We study these changes under a program called Care Management Plus.

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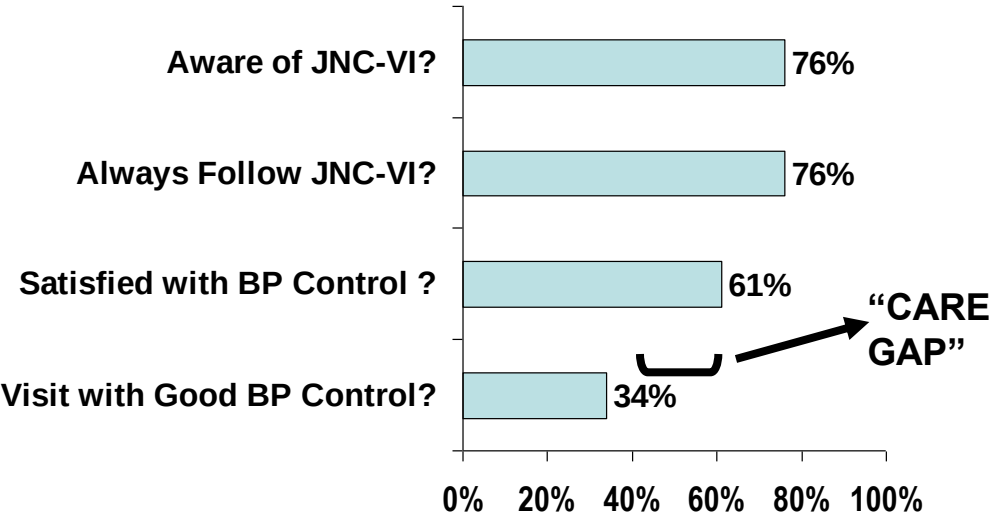
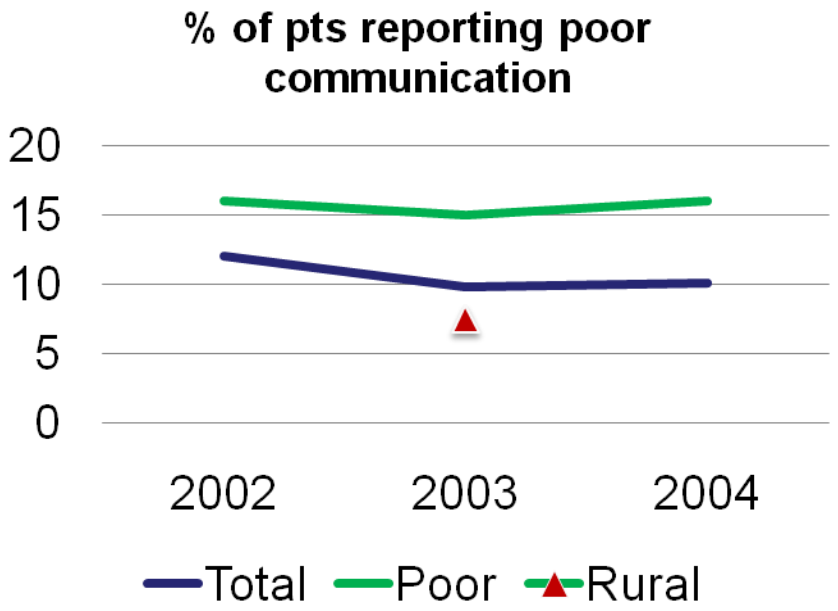
What are the gaps for high quality, patient-centered care?

Failure to consistently follow … Failure to consider patient needs





(Oliveria et al. Arch Intern Med. 2002;162)

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What is a medical home?

Adapted from the NCQA and joint statement criteria

Access
… to a primary care team + personal provider

Performance Measurement & Quality improvement
Patient experience
Quality Measures

Evidence-based practice
Collaborative care planning
Care Management, Self-management support

Health Information technology
Registry
Care management system
E-prescribing

Coordination of Care
Patient tracking

Tracking
Test, Referral

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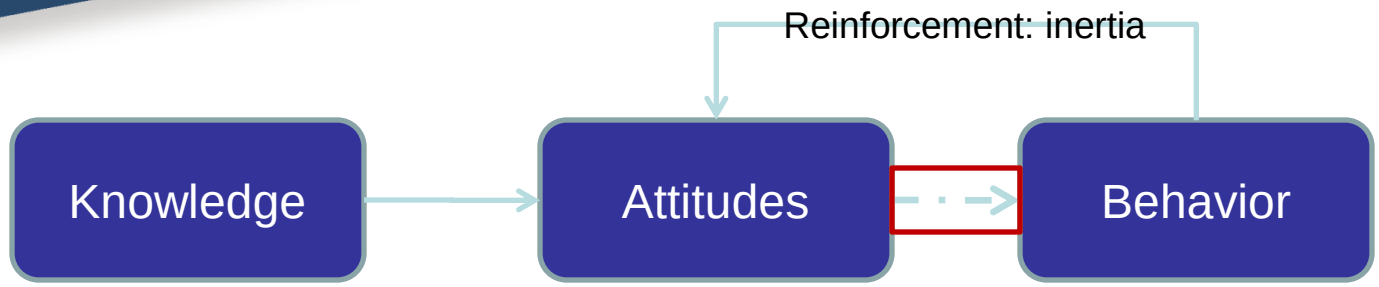
Knowledge, attitudes, and **behavior** lead to failure to improve health.

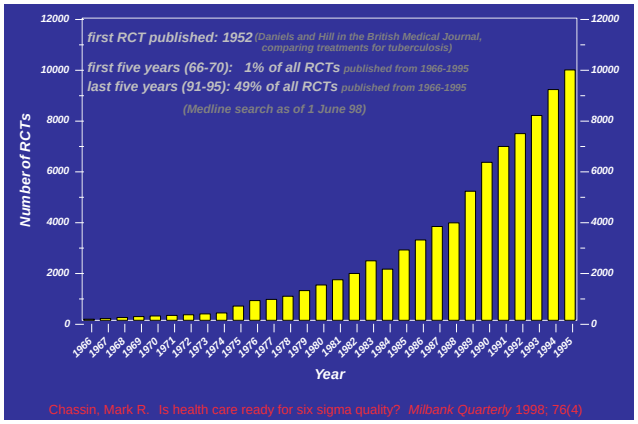


"Don't know"

"Don't agree"
"Don't care"

"Just don't" -
-Time
-Organizational
-Incentives

System doesn't support



(Heavily) adapted from Lang et al (AEM, 2007) from Cabana, 2003.

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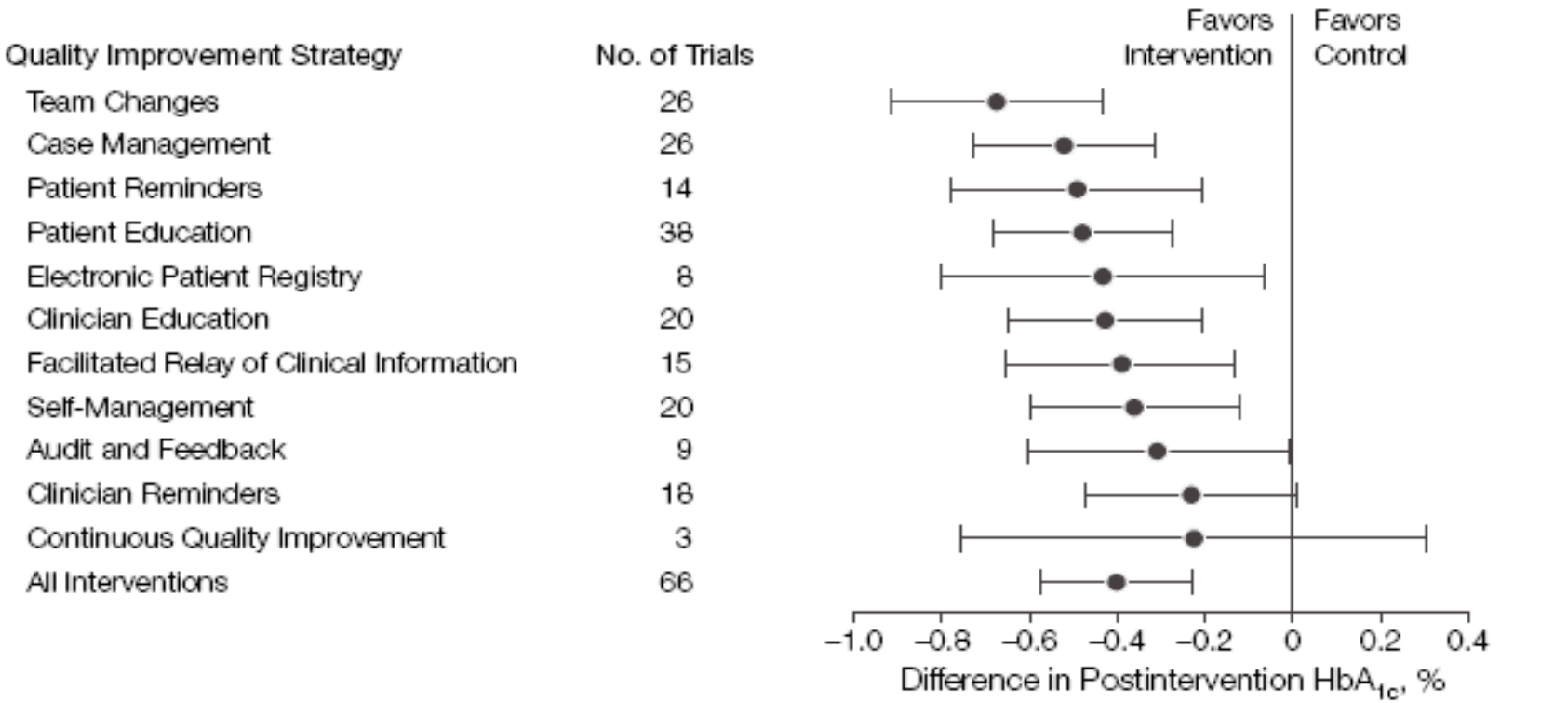
What works the best to improve care?

66 trials of HbA1c reduction in Diabetes

Figure 2. Postintervention Differences in Serum HbA_{1c} Values After Adjustment for Study Bias and Baseline HbA_{1c} Values



Shojania et al, JAMA 2006 vol 296, no 4, p 427

Can ‘models of care’ improve the transition to a medical home?

- Reviews of components indicate multifaceted approach may increase success
- Change is a multistep process
- Team-based approaches are generally more successful; teams require development
- *Implementation success* depends on cultural change

Casalino, 2005
Weingarten, 2003
Shojania, 2006
McDonald, 2006

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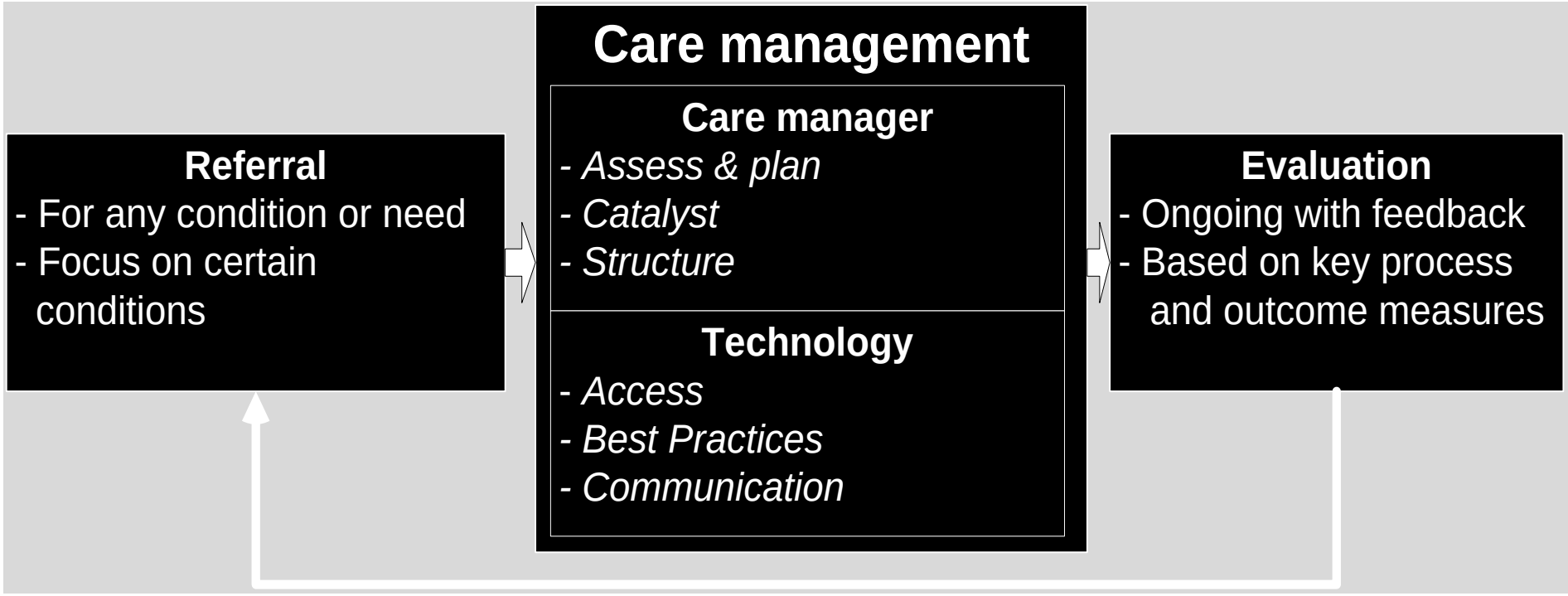
Care Management Plus fills in core gaps in many clinics through a proactive, flexible system.

In primary care clinics



Larger infrastructure: Electronic Health Record, quality focus

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Care Management Plus can help create a medical home.

Care Managers act as a guide, coordinator, and helper to facilitate patients receiving coordinated, sensitive care.

Access
Better teamwork = better access

Performance Measurement & Quality improvement
Help improve both experience and measures

Evidence-based practice
Collaborative care planning
Care managers involved in population review, assessments, and protocols

Health Information technology
Use IT better
Care management system = CMT

Coordination of Care
Care managers help with follow-up

Tracking
Help create a tracking environment

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Does teamwork improve care?

- Patient experience: work with care manager improves perception of the practice; also improves staff experience = better service
- Quality, downstream benefits
  - Odds of admission (any cause) were reduced by 27-40% for patients with complex diabetes.
  - Odds of dying were also reduced.

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Teamwork and collaborative care planning

Patients are taught to self-manage and have a **guide** through the system.

Care managers receive special training in

- Education, motivation/coaching
- Disease specific protocols (**all staff included**)
- Care for seniors / Caregiver support
- Connection to community resources

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Health information technology in the medical home

- Elementary – the ABCs …

- **Access** to (and adding to) knowledge and information
- reminding about **Best** practices
- **Communication**
- (plenty of other roles)

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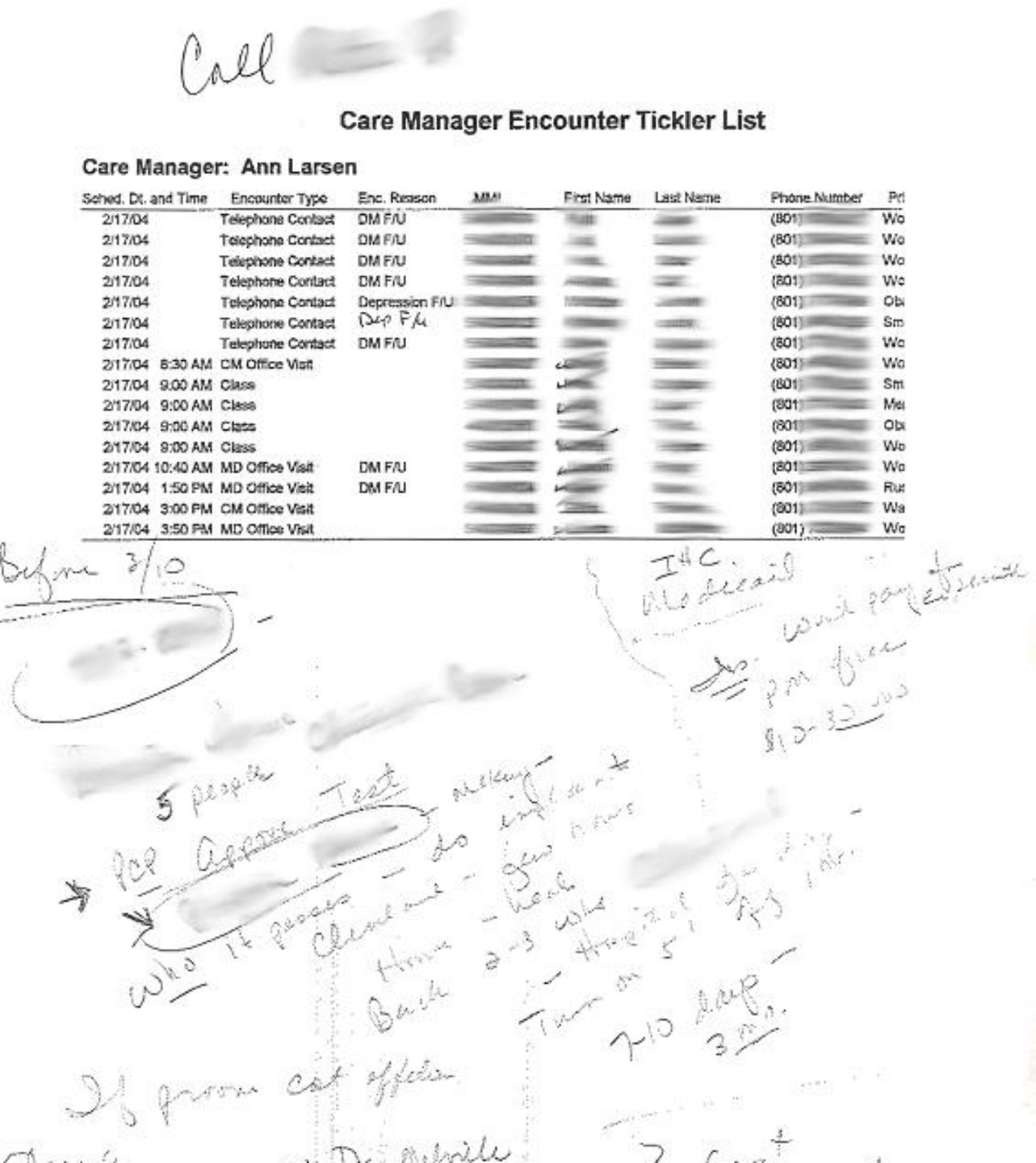

Call [redacted]

Care Manager Encounter Tickler List

Care Manager: Ann Larsen

Sched. Dt. and Time	Encounter Type	Enc. Reason	MRN	First Name	Last Name	Phone Number	Pri
2/17/04	Telephone Contact	DM F/U	[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo
2/17/04	Telephone Contact	DM F/U	[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo
2/17/04	Telephone Contact	DM F/U	[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo
2/17/04	Telephone Contact	DM F/U	[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo
2/17/04	Telephone Contact	Depression F/U	[redacted]	[redacted]	[redacted]	(801) [redacted]	Ob
2/17/04	Telephone Contact	Dep F/u	[redacted]	[redacted]	[redacted]	(801) [redacted]	Sm
2/17/04	Telephone Contact	DM F/U	[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo
2/17/04 8:30 AM	CM Office Visit		[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo
2/17/04 9:00 AM	Class		[redacted]	[redacted]	[redacted]	(801) [redacted]	Sm
2/17/04 9:00 AM	Class		[redacted]	[redacted]	[redacted]	(801) [redacted]	Me
2/17/04 9:00 AM	Class		[redacted]	[redacted]	[redacted]	(801) [redacted]	Ob
2/17/04 9:00 AM	Class		[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo
2/17/04 10:40 AM	MD Office Visit	DM F/U	[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo
2/17/04 1:50 PM	MD Office Visit	DM F/U	[redacted]	[redacted]	[redacted]	(801) [redacted]	Ru
2/17/04 3:00 PM	CM Office Visit		[redacted]	[redacted]	[redacted]	(801) [redacted]	Wa
2/17/04 3:50 PM	MD Office Visit		[redacted]	[redacted]	[redacted]	(801) [redacted]	Wo

Population Tickler

Remind about communication tasks

Facilitate the nuts and bolts of teamwork

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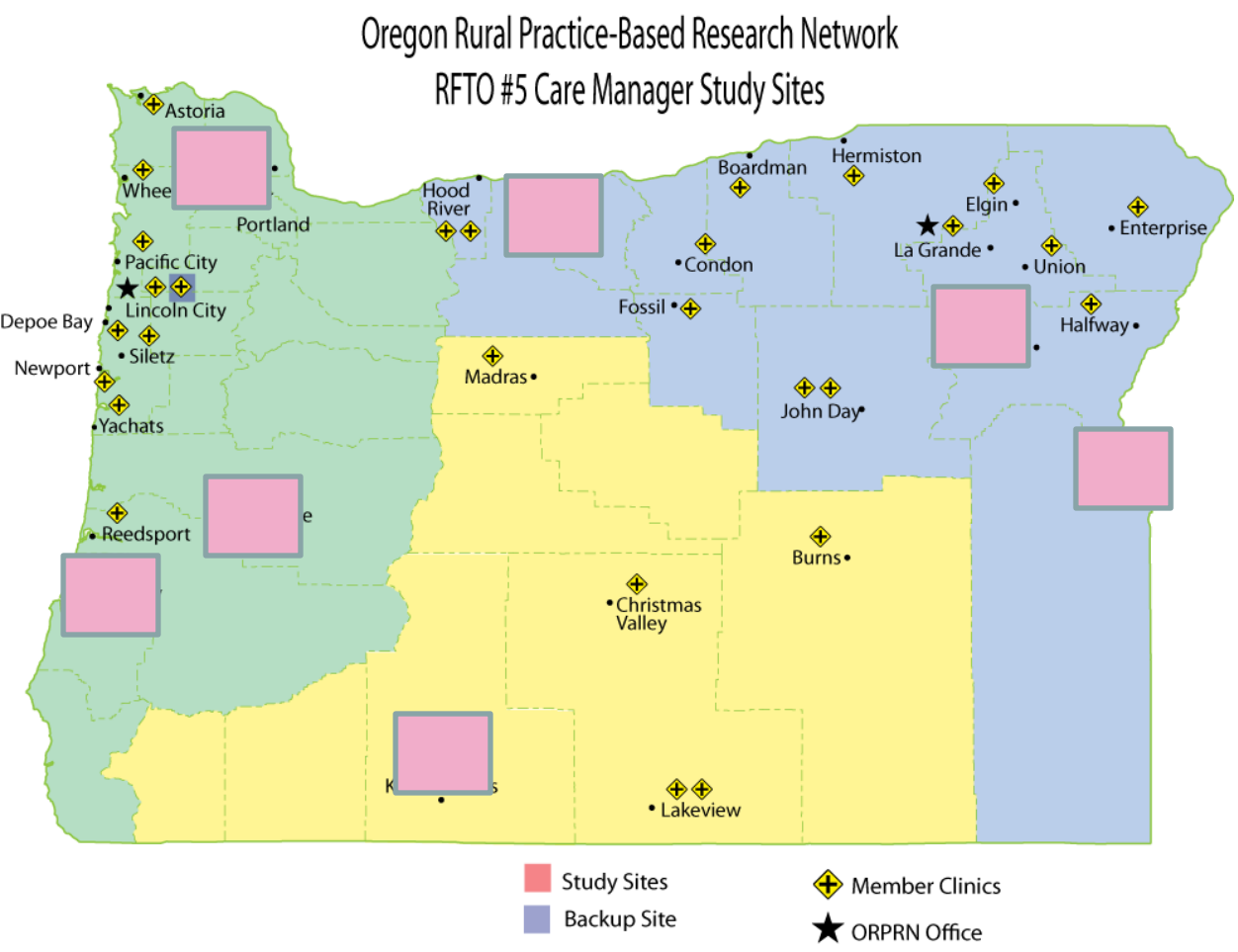
Testing CM+ : Rural collaborative



Early implementation sites
Treasure Valley Pediatrics
Klamath Open Door
MidColumbia Medical Center
Later implementation sites
Eastern Oregon Medical Associates
OHSU Scappoose
North Bend Pediatrics

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Summary

- Changing practice and culture requires systematic approaches to teamwork: we try to create one with CM+
- Other panel members will discuss these changes

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Additional details

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Thanks! The Care Management Plus Team

- OHSU
  - David Dorr, MD, MS
  - K. John McConnell, PhD
  - Kelli Radican
  - Hanh Tran
  - Rachel Burdon
  - Nima Behkami
- Intermountain Healthcare
  - Cherie Brunker, MD
  - Liza Widmier
  - Mary Carpenter

Advisory board

- Tom Bodenheimer
- Steve Counsell
- Eric Coleman
- Cheryl Schraeder
- Heather Young

Informatics

- Adam Wilcox, PhD

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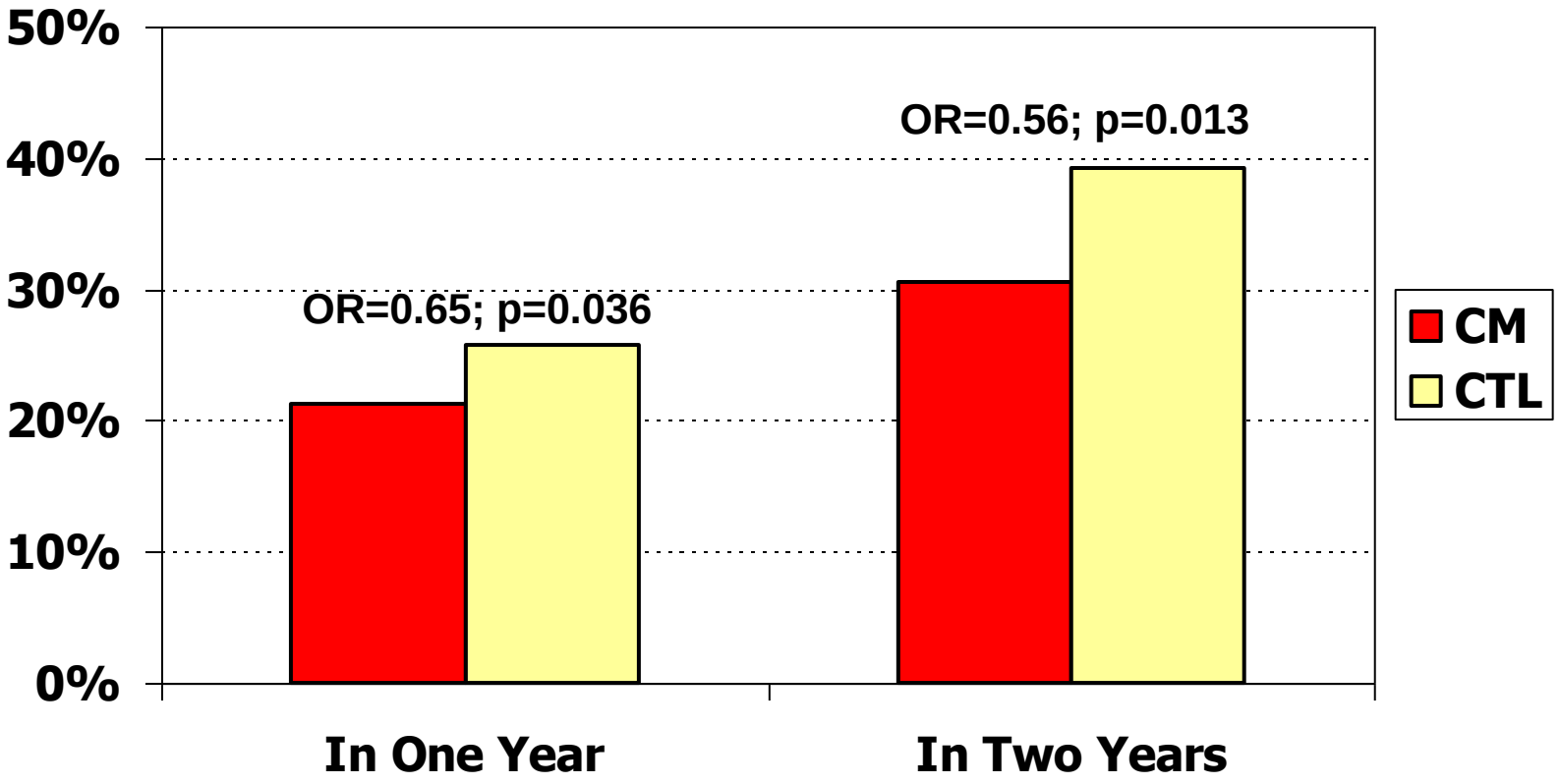

Dorr, JAGS, in press

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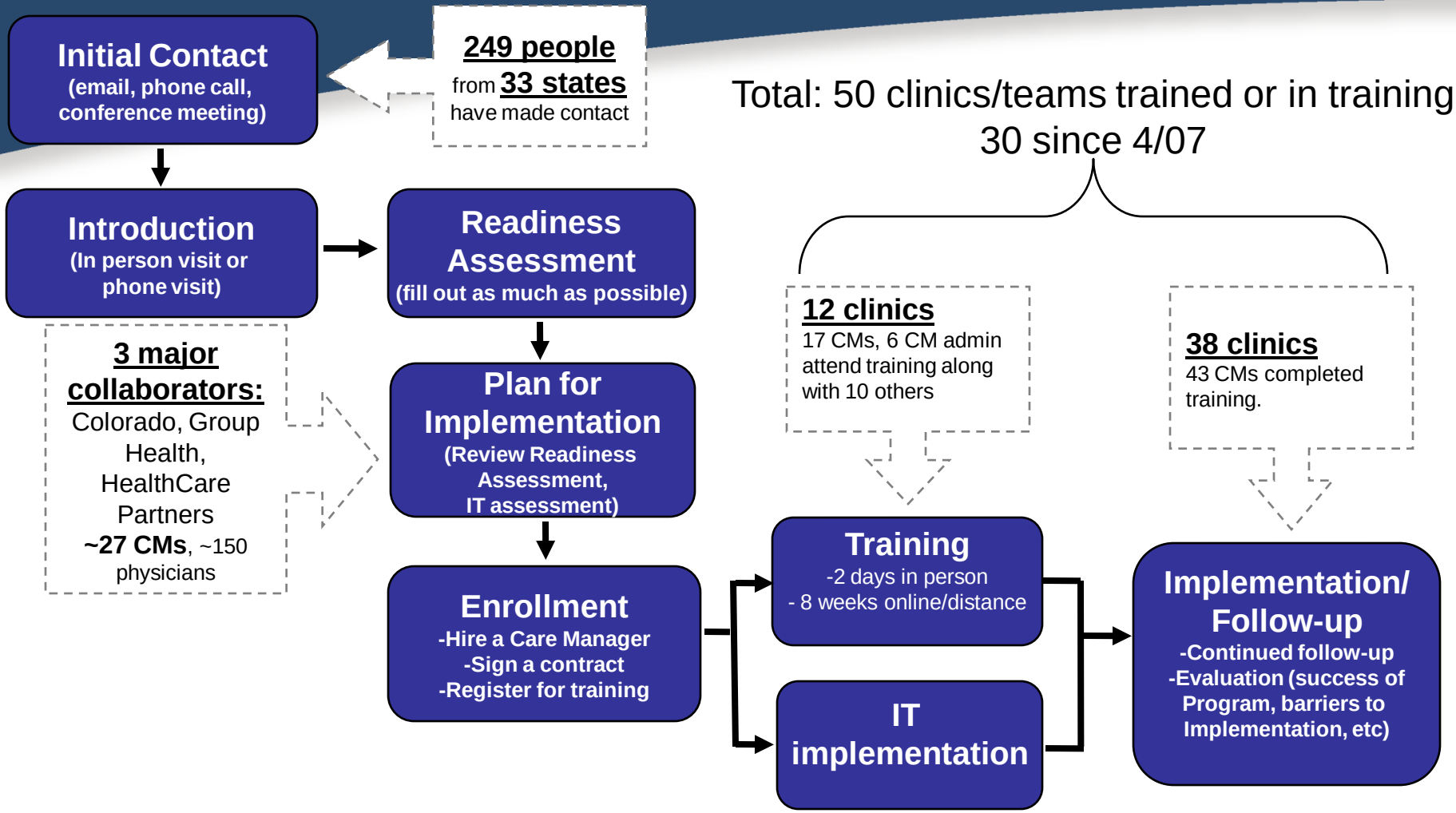
Dissemination of CMP



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