Putting Pieces Together - A Multidisciplinary Team Implementing Respecting Choices in a Quaternary Health System Demonstrating Real Change and Potential Sustainability

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Agenda

Describe Spectrum Health
Implementing Respecting Choices® at Spectrum Health
Integrating Respecting Choices® at Spectrum Health

Spectrum Health Organizational Structure

- Spectrum Health System
  - Priority Health
  - Spectrum Health Hospital Group
  - Spectrum Health Medical Group
Spectrum Health

- $6 billion enterprise
- Headquarters in Grand Rapids, MI
- Largest employer in West Michigan with 26,000 employees
- 12 hospitals and 180 ambulatory sites
- 3,600 physicians and advanced practice providers
- Priority Health served one million members in fiscal year 2018
- Earned recognition as one of the nation’s 15 Top Health Systems six times by Truven Health Analytics®, part of IBM Watson Health™
- Provided $434 million in community benefit during its 2018 fiscal year

Key Strategies

- Drive Exceptional Value
- Transform the Care Model
- Grow with Purpose
- Lead New Health Solutions
Key Strategies

- Drive Exceptional Value
- **Transform the Care Model:** We will design a model of care that is patient-centered, interdisciplinary, team-based and time-sensitive. It will focus on creating access to affordable health solutions, while offering our patients an integrated and exceptional health experience.
- Grow with Purpose
- Lead New Health Solutions

Agenda

Describe Spectrum Health

**Implementing Respecting Choices® at Spectrum Health**

Integrating Respecting Choices® at Spectrum Health
Respecting Choices® - “A System for Person-Centered Decision Making that Transforms Healthcare.”

Four Key Elements for Success
1. Systems Redesign
2. ACP Facilitation Skills Education and Training
3. Community Engagement
4. Continuous Quality Improvement

Implementing RC at Spectrum Health

Four Key Elements for Success

Systems Redesign
- Effective AD document(s)
  - AD - Advocate
  - SOTP
  - Last Steps Preferences
  - OOH DNR
- ACP team and referral mechanism
- Reliable medical record storage and retrieval
Implementing RC at Spectrum Health

Systems Redesign
- Effective AD document(s)
- ACP team and referral mechanism
  - Responsible for RC Key Elements
  - Access for integration within delivery system
  - Mentoring and coaching
  - Connection with RC
    - One RC Organization Faculty
    - Two RC Organization Faculty in process
- Reliable medical record storage and retrieval

Implementing RC at Spectrum Health

Four Key Elements for Success

Systems Redesign
- Effective AD document(s)
- ACP team and referral mechanism
- Reliable medical record storage and retrieval
Reliable Medical Record Storage and Retrieval

- NEXUS/EPIC – single platform that crosses all environments
- GoLive!
  - Complete across the enterprise as of May 2018
  - Exception - skilled nursing facilities
- Robust ACP Navigator developed by RC with EPIC
- Great Lakes Health Connect – regional HIE

ACP Navigator in Epic
Great Lakes Health Connect (GLHC)

- 128 of 130 hospitals
- 4,000+ office & organizations
- 82% of Michigan’s acute beds
- 4,000+ Connected Participants
- 6.5 Million unique patients
- 95%+ of data flowing to State
- Integrating with 100s of unique EMRs and Health IT systems

Four Key Elements for Success

1. Systems Redesign
2. ACP Facilitation Skills Education and Training
3. Community Engagement
4. Continuous Quality Improvement

Implementing RC at Spectrum Health
ACP Facilitation Skills Education and Training

Facilitated conversations
- Embedded as part of good healthcare at implementation sites
  - Specific to the need for planning at each site
  - Regular touch points with ACP Team to assure integration as part of good healthcare
- Implemented all three phases of ACP planning
- Implemented Shared Decision Making in Serious Illness for Physicians

Community Engagement

- Common education and communication materials
- Community Partners
  - Making Choices Michigan
  - Great Lakes Health Connect
  - Internal Partners
Role of Providers

- Look and Review written plans created
- Invite and support eligible patients to participate
- Know and incorporate goals of care in discussions of treatment plan
- Provide information to assist individuals in making informed decisions
- Convert plans into orders when appropriate

Implementing RC at Spectrum Health

1. Systems Redesign
2. ACP Facilitation Skills Education and Training
3. Community Engagement
4. Continuous Quality Improvement
5 Promises

We will:
1. Initiate conversations about advance care planning with all adults who need to plan.
2. Skillfully facilitate planning with each individual
3. Make sure all advance care plans are clear to all involved and specific to each person
4. Make sure that plans are available when needed
5. Follow plans in a thoughtful and respectful way

Connect to Purpose

**Mission**
To improve the health of the communities we serve.

**Vision**
By 2020, Spectrum Health will be the national leader for health.
Aligning Care with Patient Priorities (ACPP)

We aspire:
- To deliver health care in partnership with patients and families
- Ensure that all decisions respect patient’s wants, needs and preferences
- To ensure that patients have the education and support they need to make decisions and participate in their own care

Two Programmatic Components for ACPP

Advance Care Planning
A process of planning for future medical decisions that includes:
- Reflection
- Understanding
- Discussion

Shared Decision Making in Serious Illness
A professional development curriculum for providers that includes:
- Building self-awareness
- Patient-centered communication skills
- Use of decision-making framework that integrates patient’s goals
**Stages of Person-Centered Decision Making**

**First Steps® ACP**
- **Target Population:** Adults who have not started or engaged in a planning process

**Next Steps ACP**
- **Target Population:** Individuals engaged in active disease management experiencing complications

**Advanced Steps ACP**
- **Target Population:** Individuals in their last few years of life

**Shared Decision Making in Serious Illness**
- **Target Population:** Individuals with serious illness making a current healthcare decision

**HIGH RELIABILITY = PATIENT CENTERED CARE**

- **Shared Decision Making**
  - Decision Framework
  - Patient/person centered communication
  - Unbiased information

- **Evidenced Base Care**
  - Healthcare Team

- **Patient Goals & Values**
  - Patient and family goals, values, and preference

- **Healthcare Team**

- **Consumer Goals & Values**
Agenda

Describe Spectrum Health
Implementing Respecting Choices® at Spectrum Health
**Integrating Respecting Choices® at Spectrum Health**

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**Integrating Respecting Choices® at Spectrum Health**

Early Adopter

- Home Based Primary Care
- Clinical Service Line Integration
Home Based Primary Care - Pillars

- A benefit of being a member of Priority Health
  - Must be a member of the health plan to enroll in HBPC
  - HBPC is available for members across all products as primary with PH (Medicaid, Commercial and Advantage Plans)
  - Criteria for admission:
    - Frailty assessment
    - Current and Projected costs based on disease burden
HBPC Model

Team Based Approach
- Physician, APP, RN, MSW, MA in the field; LPNs and Support staff in office
- Weekly IDT meeting; Daily weekday telephonic team huddle

Patient Demographics
- Average age: 76
- Average on Clinical Frailty Scale: 6
- Healthcare spend of ≥$25,000  Projected future costs of ≥$53,000
- Social Determinants
Aligning Care with Patient Priorities (ACPP)

The Shift to Person and Family Centered Care

- “Care that is respectful of and responsive to individual patient preferences, need, and values”
- “Care that ensures patient values guide all clinical decisions”
- Implies that the most important attribute of patient centered care is clinicians and patients working together to produce the best possible outcomes (where “best” is defined by patients).


Describe the Integration of ACPP into HBPC

- Introduced at the time of enrollment as part of good healthcare
- RN Case Managers, MSW, APPs all certified as Advanced Steps® Facilitators
- Physician audited Last Steps® facilitator course
- All Providers have participated in SDMSI course
- ACPP is embedded in patient report out in IDT
Describe the Integration of ACPP into HBPC

- Maximized use of system resources implementing Respecting Choices® System for ACPP
- ACP Navigator is used for all patients (EPIC)
  - Easy access to plan of care
  - Powerful communication tool
    - DPOAH
    - Patient decision making capacity
  - ACP note templates
    - Provider templates designed:
      - Provider-to-Provider communication
      - Billing and coding integrity

Discuss ACPP Outcomes HBPC

For calendar year 2015:

- 200 enrolled in HBPC
- 16 appropriate for First Steps®
- 184 appropriate for Last Steps®
- 21 conversations completed
- 148 ADs completed and uploaded to EHR.
- 16 MiPOST documents completed
Discuss ACPP Outcomes for HBPC

For calendar year 2017:
- HBPC enrolled 334
- After enrollment to HBPC:
  - 70 (43%) Transferred to hospice from HBPC
  - Average LOS in hospice of 50 days
  - Median LOS in hospice of 29 days.
- Spectrum Health Hospice for 2017
  - Average LOS: 61.6 days
  - Median LOS: 16 days

Aligning Care with Patient Priorities

Quality Patient Experience
Advance Care Planning Discussions

E McClosky, DNP Project Analysis 2018
Discuss Challenges of ACPP within HBPC

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<tr>
<th>Coordinating conversations</th>
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- Complex visits using traditional medical model
Discuss Challenges of ACPP within HBPC

- Coordinating conversations
- Securing complete documents
  - Obtaining witnesses
  - Out of Hospital DNR (OOH DNR)
- Communicating plans that are clear

Discuss Challenges of ACPP within HBPC

- Coordinating conversations
- Securing complete documents
- Communicating plans that are clear
  - OOH DNR
  - Emergency Provider education
HBPC Outcomes

Current Actively Enrolled: 540
Total patients served: >1200
Service area: 7 counties in West Michigan
Discuss HBPC Outcomes

Quadruple Aim

- **Improving** the health of populations
  - Aligning Care with Patient Priorities
- **Enhancing** the experience of care
  - 96% definitely recommend
  - 99% confident in their care provider
  - 97% office staff handle my concerns

- **Reducing** the per capita cost of health care
  - $445 PMPM
- **Attaining** joy in work
  - Very high e-sat score in provider Glint survey
5 Promises

We will:

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Integration of RC at Spectrum Health

Lessons learned from HBPC

Integrate into Clinical Service Lines

- Operations Plan for VP
- Incentive in compensation plan for physicians