

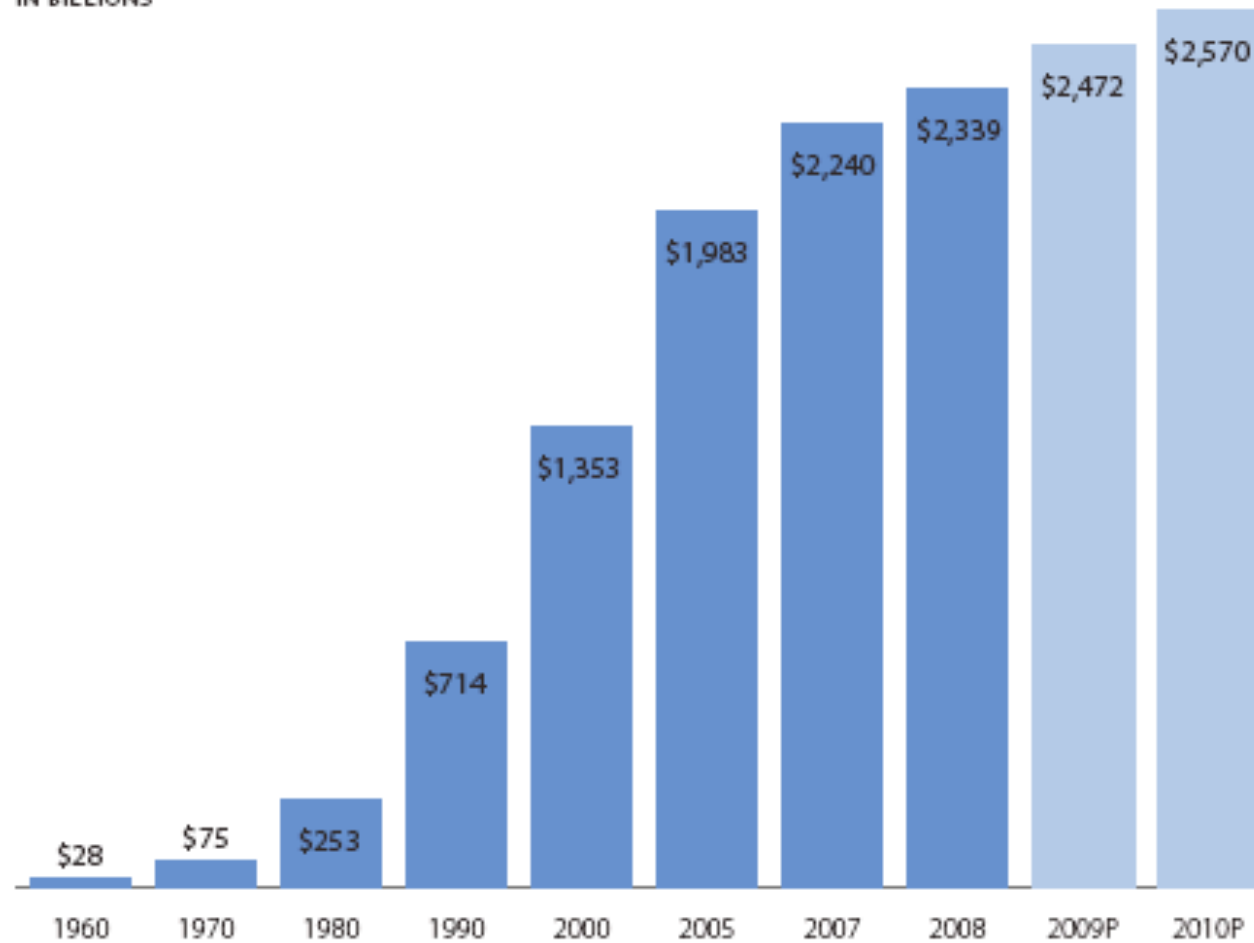
A Demonstration Project to Build Medicaid Accountable Care Organizations (ACO's) in New Jersey

Jeffrey Brenner, MD
Executive Director/Medical Director



National Health Spending, 1960–2010*

IN BILLIONS

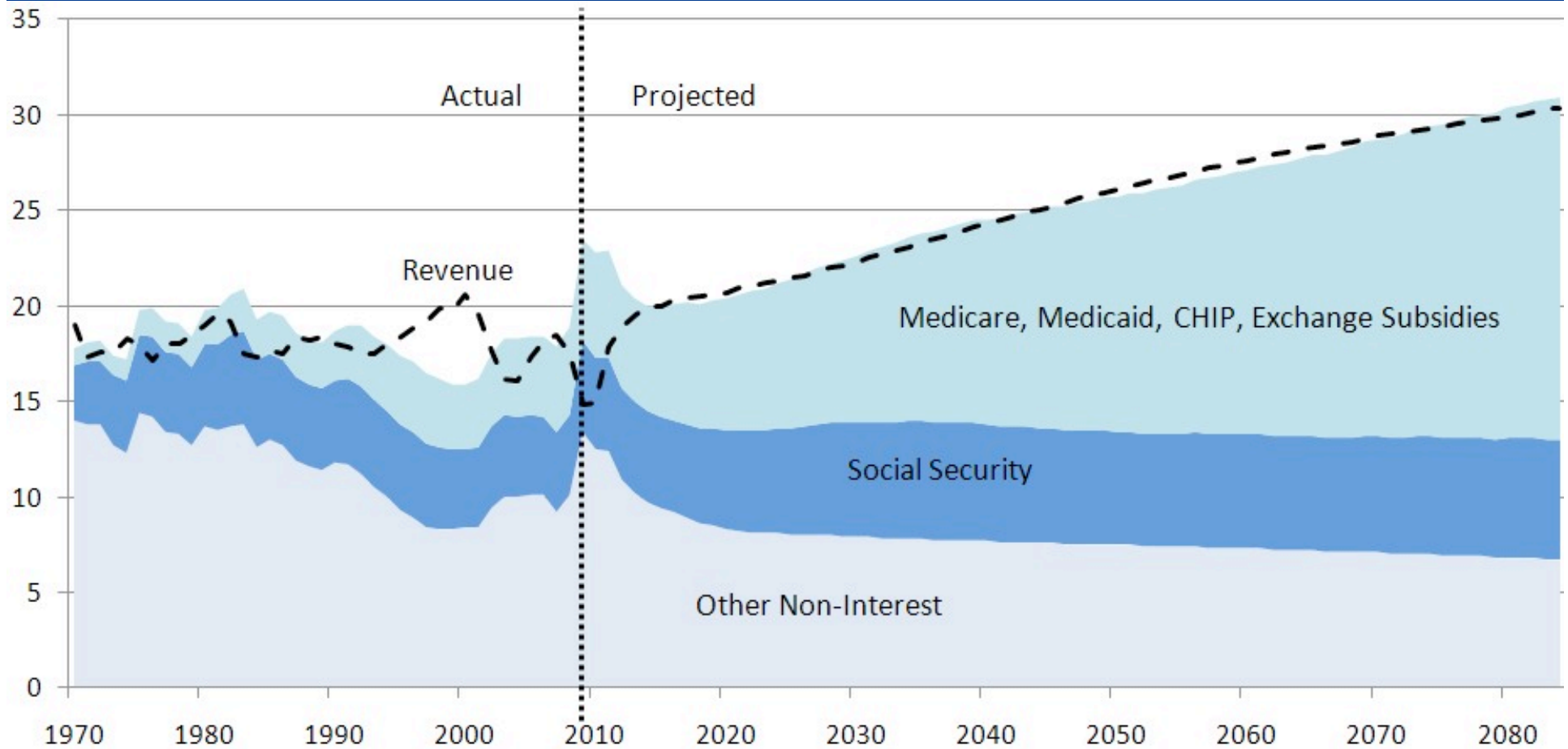


*Selected rather than continuous years of data shown prior to 2007. Years 2009 forward are CME projections.

Source: Centers for Medicare and Medicaid Services (CME), Office of the Actuary.

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Long-term Federal Debt



Dartmouth Atlas

AL	25,344	IL	31,197	MT	25,056	RI	29,028
AK	31,957	IN	23,874	NE	25,838	SC	27,095
AZ	27,843	IA	23,746	NV	27,950	SD	24,072
AR	25,724	KS	25,740	NH	25,706	TN	26,464
CA	38,573	KY	25,012	NJ	39,810	TX	28,466
CO	25,888	LA	26,830	NM	24,616	UT	23,936
CT	32,636	ME	25,196	NY	38,369	VT	27,050
DE	28,450	MD	36,337	NC	25,829	VA	25,435
DC	39,637	MA	31,985	ND	23,855	WA	27,698
FL	29,604	MI	28,427	OH	25,005	WV	23,789
GA	26,267	MN	27,411	OK	25,227	WI	25,343
HI	33,518	MS	25,705	OR	25,509	WY	25,173
ID	23,697	MO	25,681	PA	28,487	US	29,199

Inpatient and Part B spending per decedent during last 2 years of life

Source: Dartmouth Atlas of Healthcare. 2006.

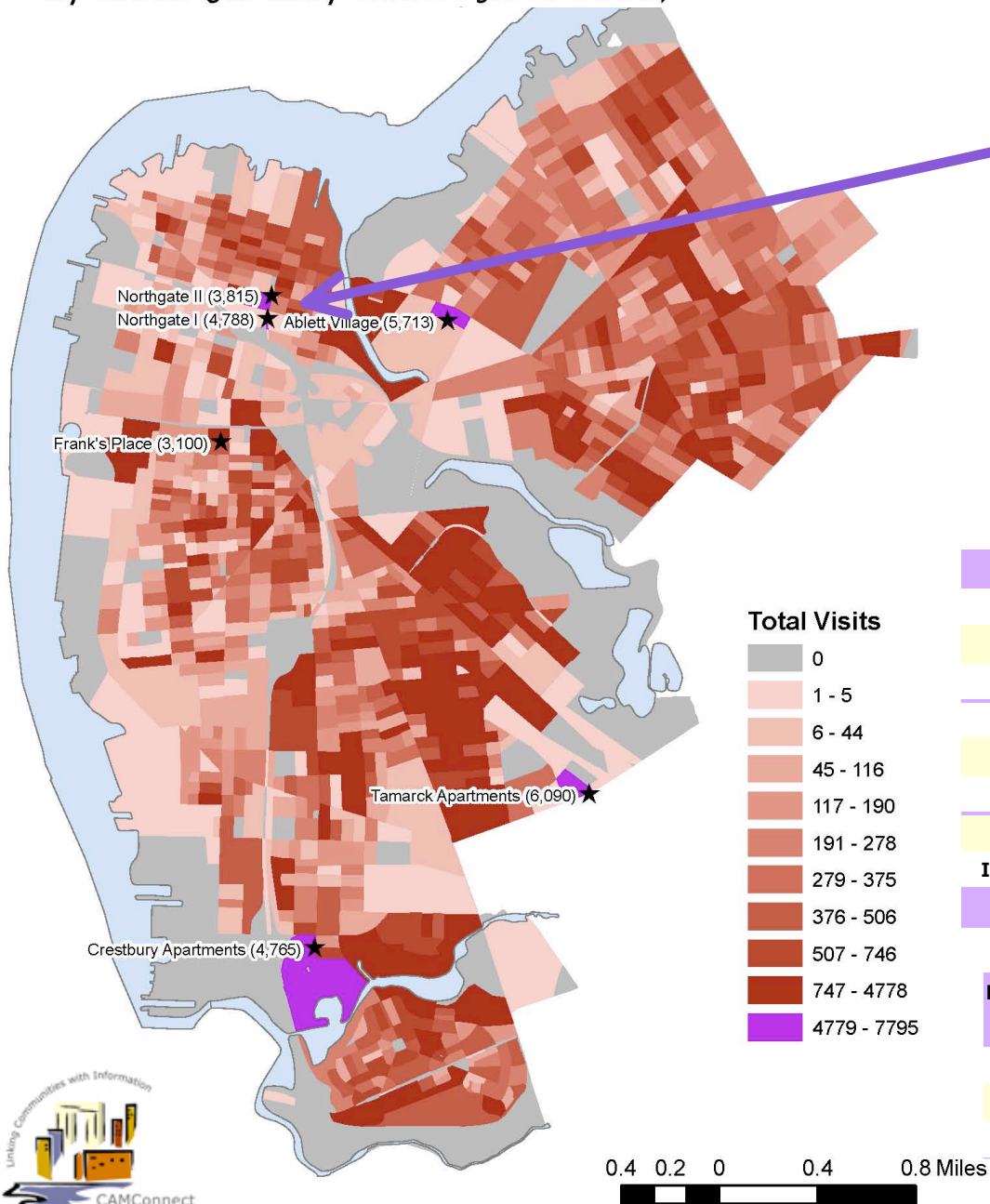
Camden Health Data

- 2002 – 2009 with Lourdes, Cooper, Virtua data
 - 480,000 records with 98,000 patients
 - 50 % population use ER/hospital in one year
- Leading ED/hospital utilizers citywide
 - 324 visits in 5 years
 - 113 visits in 1 year
- Total revenue to hospitals for Camden residents \$460,000,000 + charity care
 - Most expensive patient \$3.5 million
 - 30% costs = 1% patients
 - 80% costs = 13% patients
 - 90% costs = 20% patients

Top 10 ER Diagnosis 2002-2007 (317,791 visits)

465.9	ACUTE UPPER RESPIRATORY INFECTION (head cold)	12,549
382.9	OTITIS MEDIA NOS (ear infx)	7,638
079.99	VIRAL INFECTION NOS	7,577
462	ACUTE PHARYNGITIS (sore throat)	6,195
493.92	ASTHMA NOS W/ EXACER	5,393
558.9	NONINF GASTROENTERI (stomach virus)	5,037
789.09	ABDOMINAL PAIN-SITE NEC	4,773
780.6	FEVER	4,219
786.59	CHEST PAIN NEC	3,711
784.0	HEADACHE	3,248

Hospital and Emergency Visits by Block (January 2002 - June 2008)



Northgate I public housing

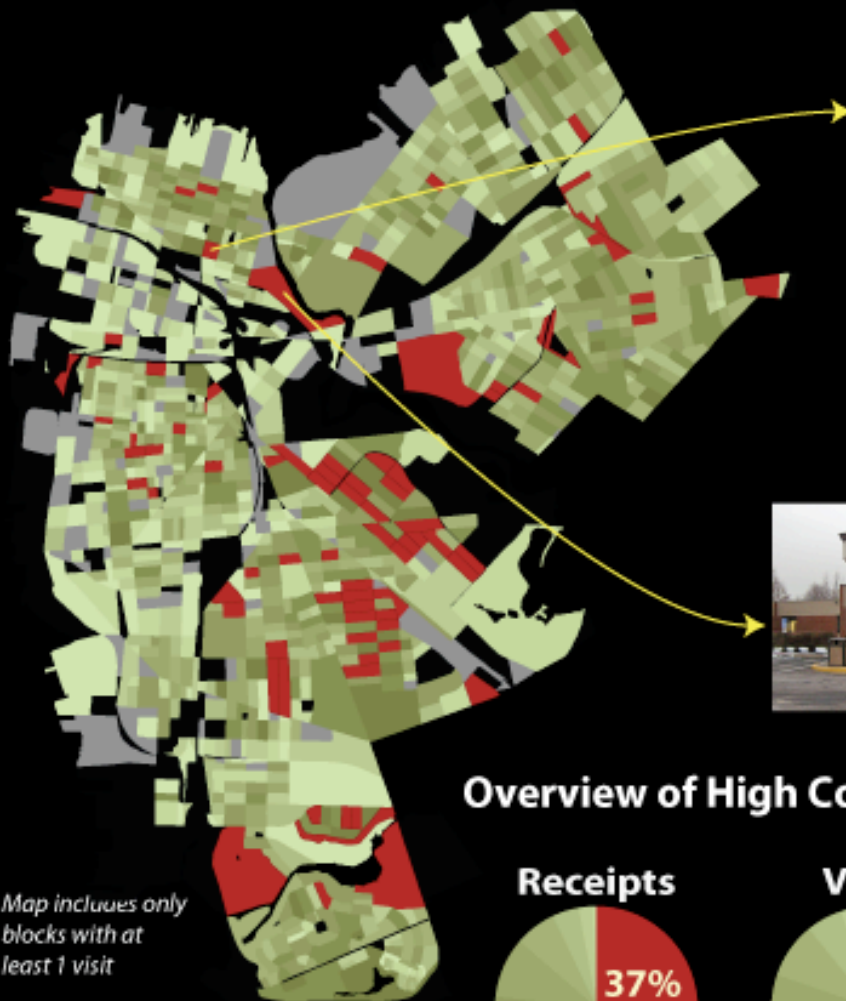


	Visits	Patients	Charges	Receipts	Collected
Cooper	3,172	749	\$42,144,097	\$4,994,658	12%
Lourdes	811	337	\$7,848,809	\$1,028,611	13%
Virtua	805	331	\$1,742,467	\$345,092	20%
2005	838	370	\$10,834,420	\$1,269,373	12%
2006	738	355	\$6,867,995	\$881,549	13%
2007	790	369	\$7,979,262	\$901,181	11%
ED	3882	978	\$6,150,592	\$864,019	14%
Inpatient	906	408	\$45,584,781	\$5,504,342	12%
Total	4,788	1,070	\$51,735,374	\$6,368,361	12%

Primary Diagnosis

Rank	ED	Inpatient
1	abdominal pain (789.0)	live birth (V3X.0)
2	acute URI NOS (465.9)	chest pain (786.5)
3	chest pain (786.5)	congestive heart failure NOS (428.0)

Healthcare Cost Hotspots in Camden, NJ (Jan 2002-June 2008)



High Cost Buildings...



Northgate II
 3,901 visits, 615 patients
 \$83 million in charges
 (\$21,000 per visit)
 \$12 million in receipts
 15% collection rate



Abigail House
 1,414 visits, 332 patients
 \$92 million in charges
 (\$65,000 per visit)
 \$15 million in receipts
 16% collection rate

Overview of High Cost Hotspots...

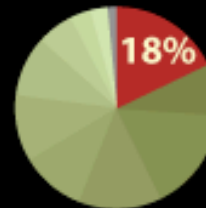
Receipts



Visits



Patients



Area



Blocks



Change what you know. Know what to change.

CamConnect.org



**Camden Coalition of
 Healthcare Providers**

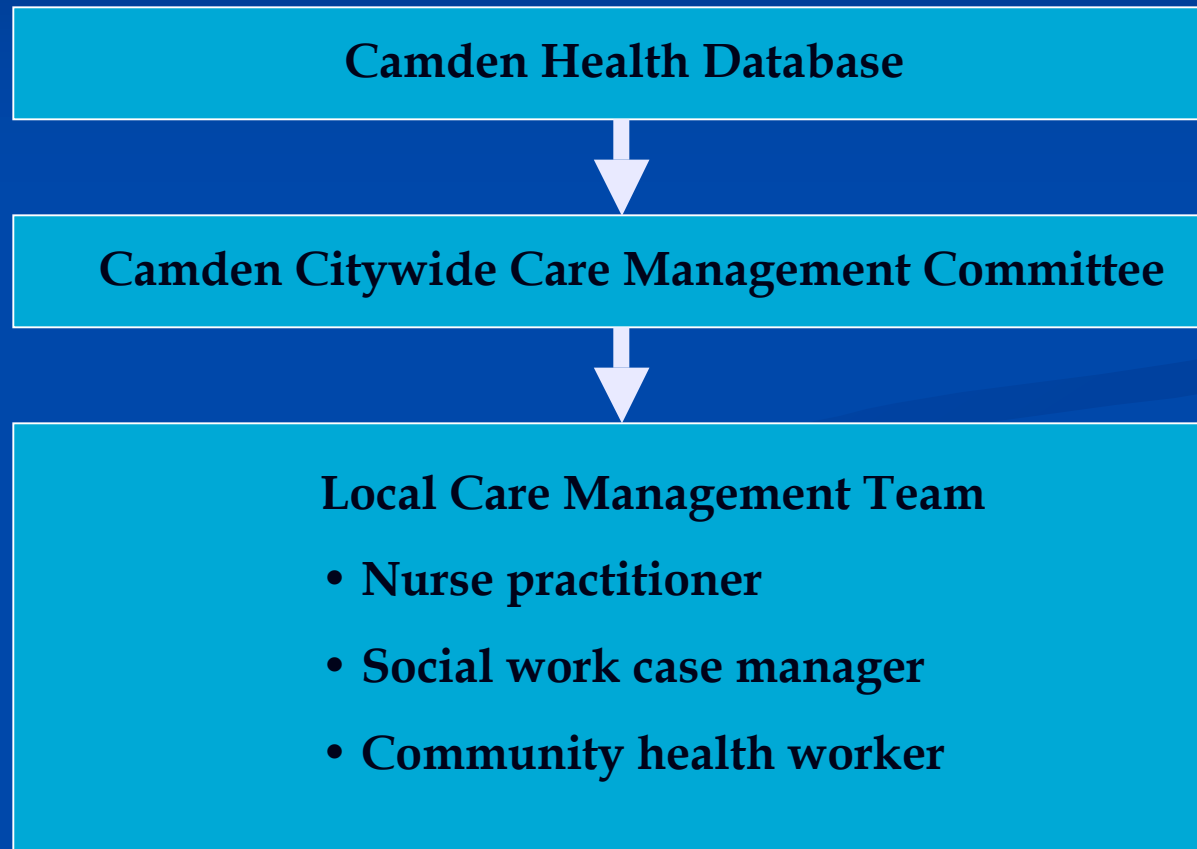
www.camdenhealth.org

Source: Cooper, Lourdes, and Virtua
 Hospital and ER billing data
 Jan 2002-June 2008

Overview of the Coalition

- 20 member board, incorporated non-profit
- Foundation and hospital support
- Projects-
 - Camden Health Database
 - Citywide Care Management Project
 - Camden Diabetes Collaborative
 - Camden Health Information Exchange
 - Citywide Violence Intervention

Citywide Care Management System



Case Management- Experience Thus Far

Over 5 year period:

- Most expensive patient
 - \$4,973,811 charges
 - \$661,155 receipts
- Visits 1,663 with average 38.67 visits/patient
- 37% visits are inpatient
- Total 43 patients
 - \$25,598,615 charges
 - \$2,995,080 receipts

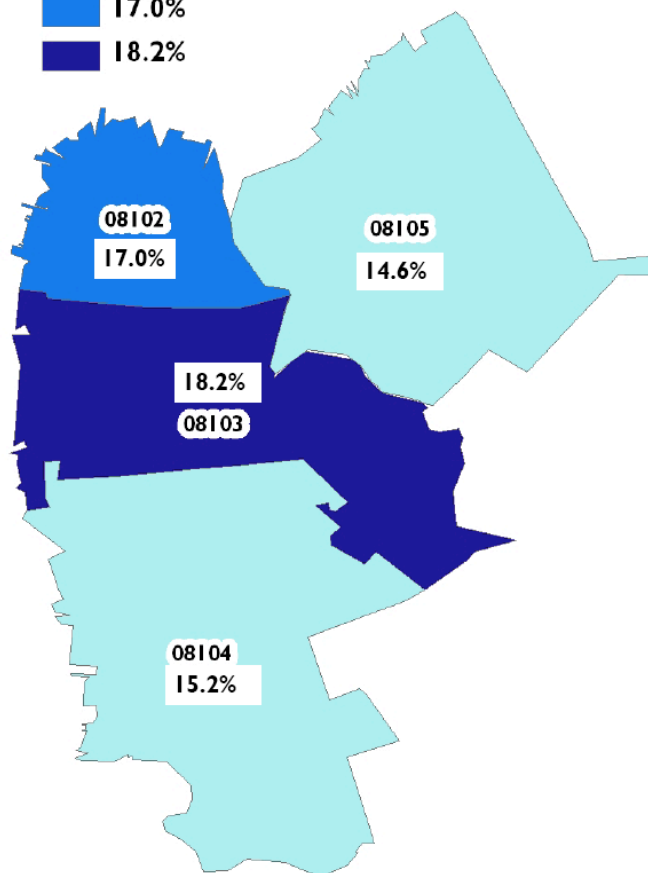
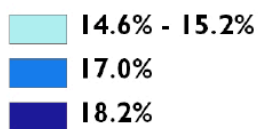
Camden Diabetes Collaborative

1. Transform primary care at 10 local offices
(Patient Centered Medical Home using
Chronic Care Model)
2. Improve access to diabetic education
3. Care coordination with Medical Day
Programs
4. Targeted care of the high cost/high needs
DM patients

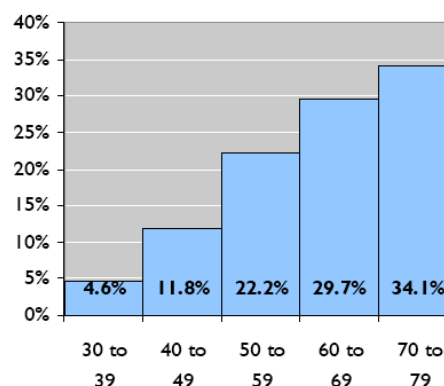
Camden Citywide Diabetes Collaborative Map



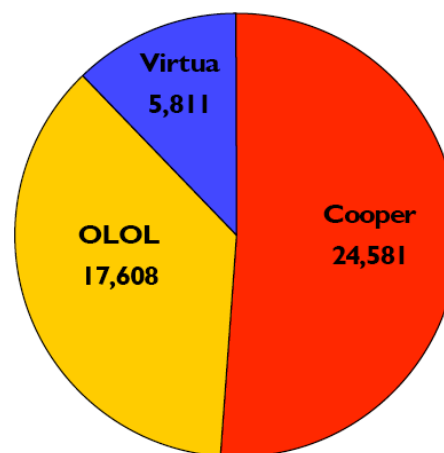
Percent of Population 30+ with Diabetes



Prevalence of Diabetes by Age



Diabetes Visits by Hospital



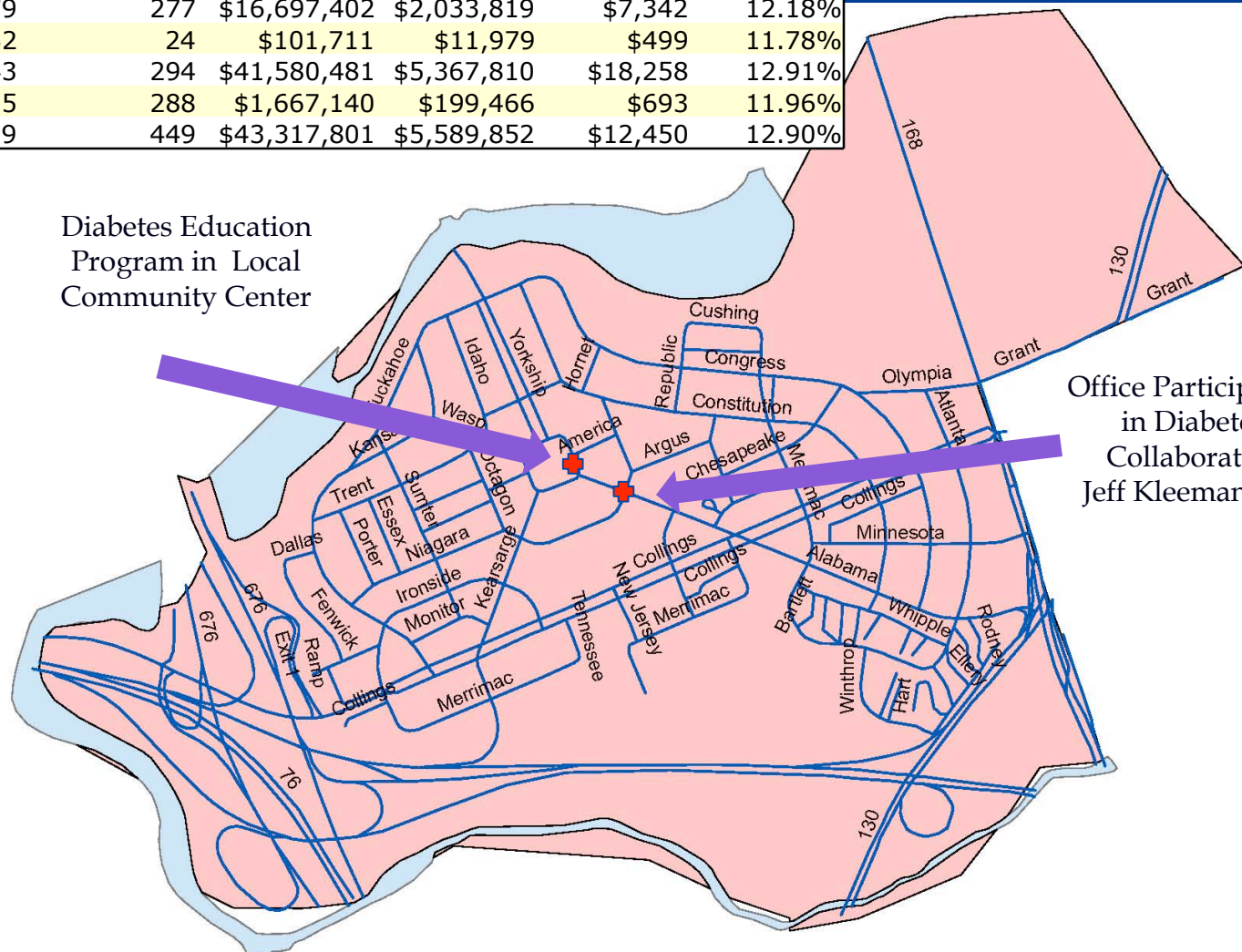
Number of Visits	Total Visits	Total Patients	Charges	Receipts
1 to 10	19,930	4,992	\$606,910,340	\$84,943,020
11 to 20	12,475	875	\$328,629,988	\$43,928,131
Over 20	15,595	428	\$278,015,450	\$34,729,624
TOTAL	48,000	6,295	\$1,213,555,777	\$163,600,775

Diabetes In Camden 2002 - 2007

Fairview Neighborhood Analysis for Diabetes Collaborative

Hospital Visits for Diabetes by Fairview Residents					Receipts per Patient		
	Visits	Patients	Charges	Receipts		Collections	
by year	2005	203	115	\$4,832,435	\$677,863	\$5,894	14.03%
	2006	246	126	\$9,678,565	\$1,142,730	\$9,069	11.81%
	2007	329	156	\$10,005,427	\$1,033,585	\$6,626	10.33%
	Cooper	648	217	\$26,518,688	\$3,544,053	\$16,332	13.36%
1/1/2002 to 6/30/2008	Lourdes	779	277	\$16,697,402	\$2,033,819	\$7,342	12.18%
	Virtua	32	24	\$101,711	\$11,979	\$499	11.78%
	Inpatient	743	294	\$41,580,481	\$5,367,810	\$18,258	12.91%
	Emergency	715	288	\$1,667,140	\$199,466	\$693	11.96%
	Total	1,459	449	\$43,317,801	\$5,589,852	\$12,450	12.90%

Diabetes Education Program in Local Community Center



Office Participating in Diabetes Collaborative
Jeff Kleeman, MD

Camden
HIE
Live
Monday
Oct 11,
2010

NetPracticeEHRweb - Microsoft Internet Explorer provided by The Cooper Health System

https://private.chartconnect.com/emr/

NetPracticeEHRweb

NetPractice EHRweb
Version 7.0.0

Jeff Brenner, M.D.
Camden Coalition of Healthcare Providers

Patient Search

Last
First
Search By Name

☒ M-PID ☐ MRN
M-PID
Search By Number

Recent Patients

Scheduled Patients

No New Messages

View Encounters

Log Out


 Camden Coalition of Healthcare Providers

Chart Summary | **History** | **Meds/Allergies** | **Notes** | **Labs** | **Procedures** | **Radiology** | **Tools** | **Admin/Pref** | **Orders**

Patient, TestJeff **DOB: 02/15/1957** **MR # 2** **Home: 800-999-6666**
Provider: Jennifer Jarecki, DO **Pharmacy: ?**

Select Clinic For Chart View Cooper Emergency Department

CBC* **05/19/2010**

PATIENT NAME: **Patient, TestJeff** COLLECTION DATE: **UNKNOWN**
BIRTH DATE: **02/15/1957** SPECIMEN SOURCE:
HOME PHONE: **800-999-6666** DELIVERED TO: **Ryan Arnold, MD**
ACCESSION #: STATUS: **Final**

TEST NAME	RESULTS	UNITS	REFERENCE RANGE
WBC*	5	KaUL	4 - 11 KaUL
RBC*	4	MaUL	3.8 - 5.2 MaUL
Hemoglobin*	15	g/dL	14 - 18 g/dL
Hematocrit*	55 H	%	42 - 52 %
MCV*	81	fL	80 - 100 fL
MCH*	26 L	pg	27 - 34 pg
MCHC*	30 L	%	30.5 - 37.5 %
RDW*	12	%	11 - 15 %
Platelet Count*	150	KaUL	140 - 450 KaUL
MPV*	14	fL	7 - 14 fL
Lymphocytes*	33	%	21 - 49 %
Absolute Monocytes*	5	%	3 - 11 %
Eosinophils*	6	%	0 - 7 %
Absolute Neutrophils*	2	KaUL	1.8 - 7.7 KaUL
Absolute Lymphocytes*	2	KaUL	1 - 5 KaUL
Absolute Monocytes*	1 H	KaUL	0 - 0.8 KaUL
Absolute Eosinophils*	.2	KaUL	0 - 0.5 KaUL
Absolute Basophils*	.2	KaUL	0 - 0.2 KaUL

Testing Facility Comment:
Cooper Emergency Department in-house lab results entered by NetPractice Admin on 05/19/2010 at 6:41 AM.

16

Our Sick Care System



Building a Camden ACO

\$\$\$
\$\$\$

Reinvest
savings

Feel badly

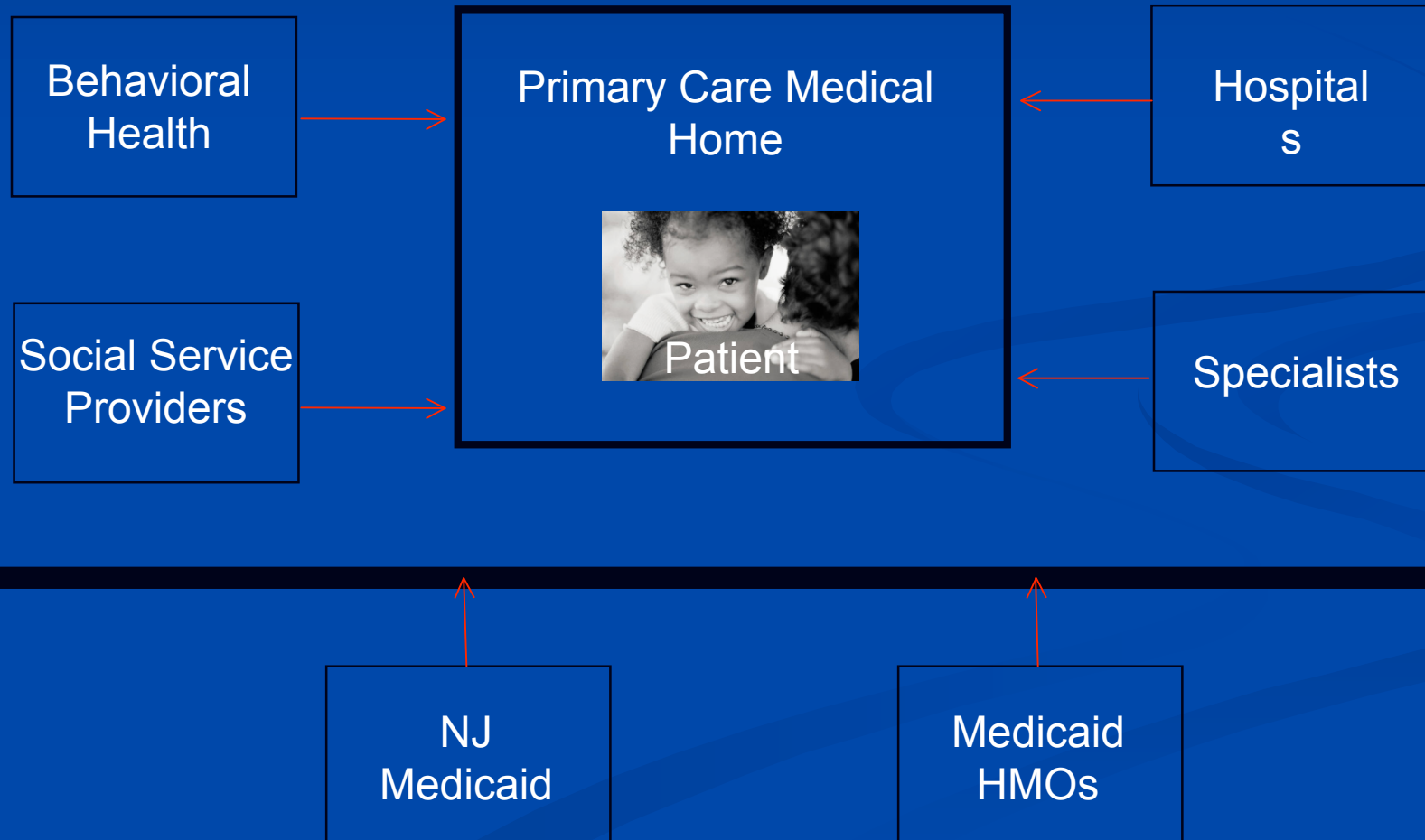
Money
saved



Timely
access to
care

Problem
addressed

Community-based Accountable Care Organization



Comparing Emergency Room High Utilizers in Camden, Trenton, and Newark

Emergency Department High Utilizers	Top 1% 2007
<i>Camden</i>	
Patients	386
Visits	5169
Visits/Patient	13.4
<i>% visiting more than one hospital</i>	80.6%
<i>Trenton</i>	
Patients	504
Visits	7616
Visits/Patient	15.1
<i>% visiting more than one hospital</i>	78.2%
<i>Newark</i>	
Patients	928
Visits	14367
Visits/Patient	15.5
<i>% visiting more than one hospital</i>	71.1%

Comparing Hospital Admission High Utilizers in Camden, Trenton, and Newark

Frequent Inpatient Utilizers	Top 1% 2007
<i>Camden</i>	
Patients	104
Visits	859
Visits/Patient	8.3
<i>% visiting more than one hospital</i>	49.0%
<i>Trenton</i>	
Patients	173
Visits	1565
Visits/Patient	9
<i>% visiting more than one hospital</i>	63.6%
<i>Newark</i>	
Patients	330
Visits	3196
Visits/Patient	9.7
<i>% visiting more than one hospital</i>	67.0%

SENATE, No. 2443

STATE OF NEW JERSEY

214th LEGISLATURE

INTRODUCED DECEMBER 6, 2010

Sponsored by:
Senator JOSEPH F. VITALE
District 19 (Middlesex)

SYNOPSIS

Establishes Medicaid Accountable Care Organization Demonstration Project
in DHS.

CURRENT VERSION OF TEXT

As introduced.

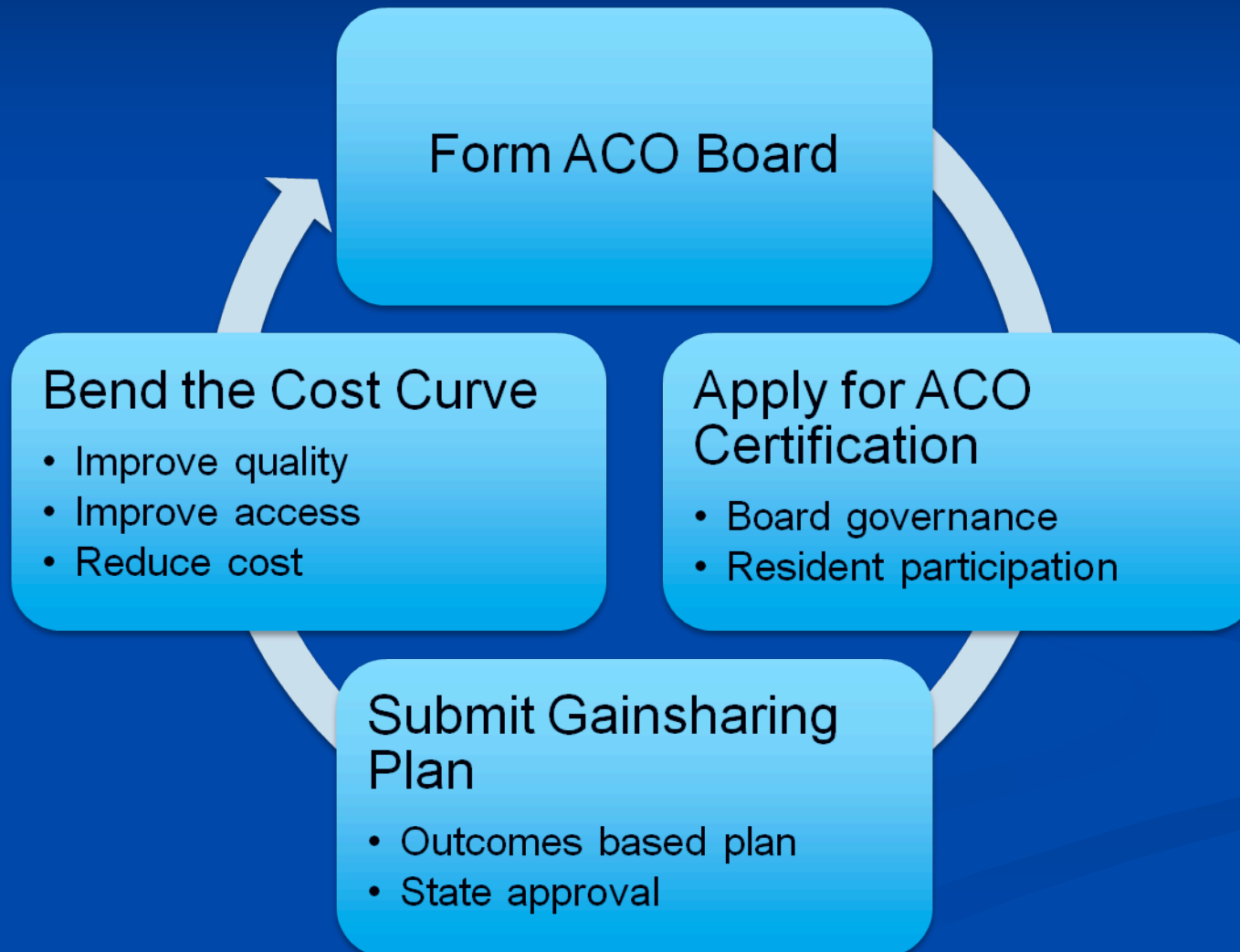
NJ Medicaid ACO Pilots

- Community-based non-profit
- Geographic Collaboration
 - 100% inpatient hospitals
 - 75% of primary care providers
 - At least 4 behavioral health providers
- Payer participation
 - Mandatory Medicaid FFS
 - Optional Medicaid HMO's

NJ Medicaid ACO Pilots

- Gainsharing or shared savings model
 - No change in current mode of payment
- State plays the role of intermediary
 - Recognizing ACO's
 - Ensures appropriate use of gainsharing funds
- Rutgers State Center for Health Policy
 - Helps calculate gainsharing payments
- Three cities ready (Camden, Trenton, Newark)

ACO Pilot



Camden cost savings strategies

- Nurse practitioner led clinics in high cost buildings
- More high utilizer outreach teams
- Medical home-based nurse care coordination
- More same day appointments (open access scheduling)

More Information

www.camdenhealth.org

www.camconnect.org

jeff@camdenhealth.org