

Achieving the Promise of the Children's Medicaid Benefit through an Integrated Health Care Delivery System



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Nemours Integrated Child Health System

- Nemours is a non-profit organization dedicated to children's health & health care
- Nemours offers pediatric clinical care, research, education, advocacy, and prevention programs. Nationally, the goal is to improve child health and wellbeing, leveraging clinical and population health expertise
- Nemours operates Alfred I. duPont Hospital for Children and outpatient facilities in the Delaware Valley and a new state-of-the-art Children's Hospital in Orlando and specialty care services in Northern/Central Florida.
- Nemours focuses on child health promotion and disease prevention to address root causes of health
 - Preventing childhood obesity and emotional/behavior health were the first initiatives
 - Complements and expands reach of clinicians using broader, community-based approach

Roots of Problem/Environmental Drivers

Main Determinants of Health

- 40% Behavior (tobacco, alcohol, obesity, auto safety, etc.)
- 20% Environment and social circumstances
- 30% Genetics
- 10% Health care delivery



High Cost

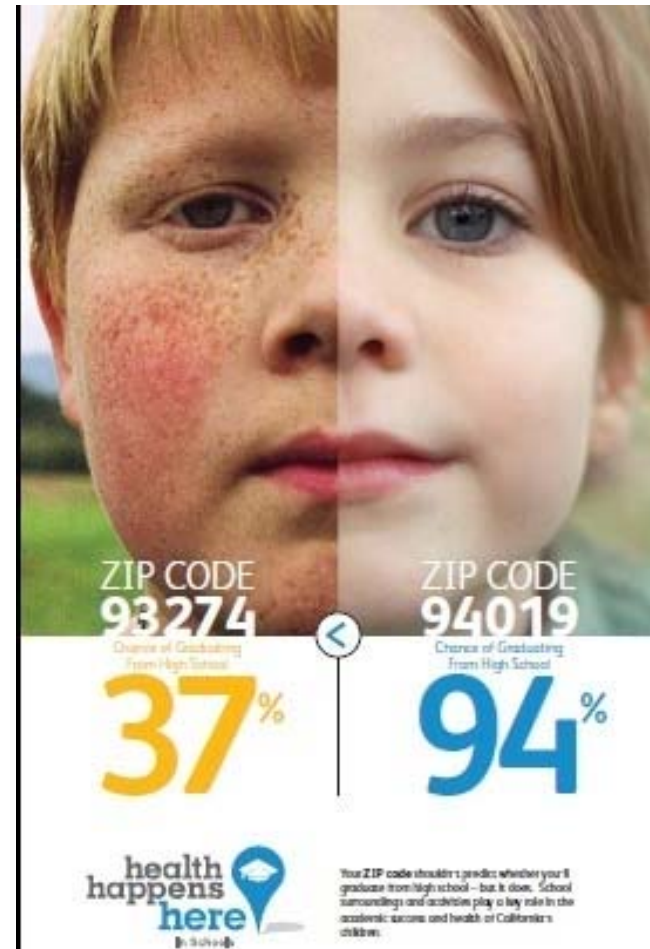
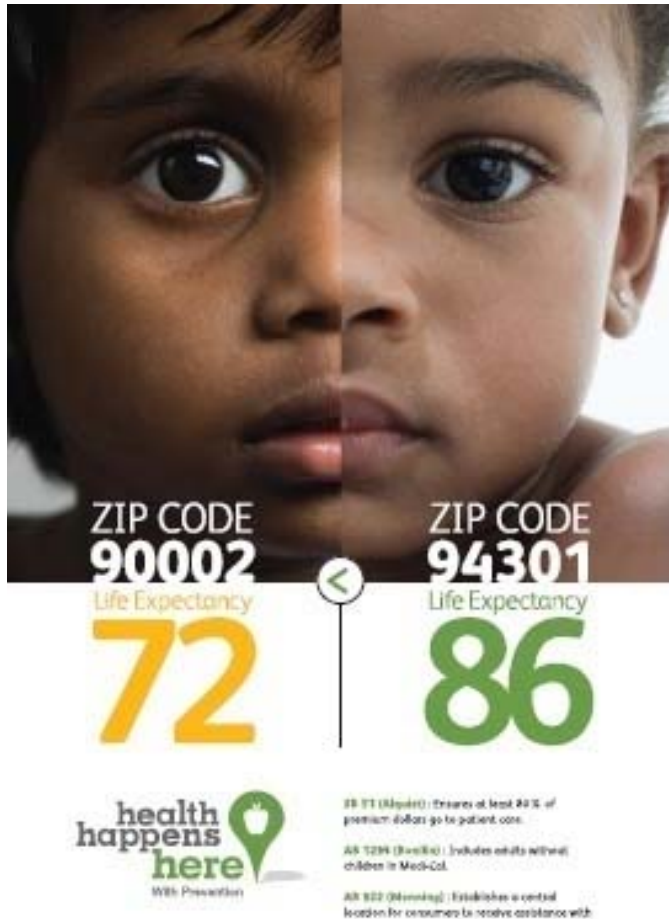
- In 2007, \$7,123 per person spent on health care in U.S.
- Below average life expectancy compared to 30 other developed countries
- Children: 26% of population, 13% of health care dollars
- 15% of children have chronic diseases accounting for 70%+ of pediatric health costs

McGinnis JM & Foege WH. Actual causes of death in the United States. JAMA 1993; 270(18):2207-12

McGinnis JM, Williams-Russo P, & Knickman JR. The case for more active policy attention to population health promotion. Health Affairs 2002; 21(2):78-93

Slide content borrowed from Dr. Bailey 10/26/10 LDI presentation

Place Matters



Promoting Health and Prevention

Traditional Medical Model

Rigid adherence to biomedical view of health

Focused primarily on acute episodic illness

Focus on Individuals

Cure as uncompromised goal

Focus on disease



Expanded Approach

Incorporate a multifaceted view of health

Chronic disease prevention and management

Focus on communities/ populations

Prevention as a primary goal

Focus on health



Connecting Clinical Care and Population Health

An Integrated Health System

Our Community

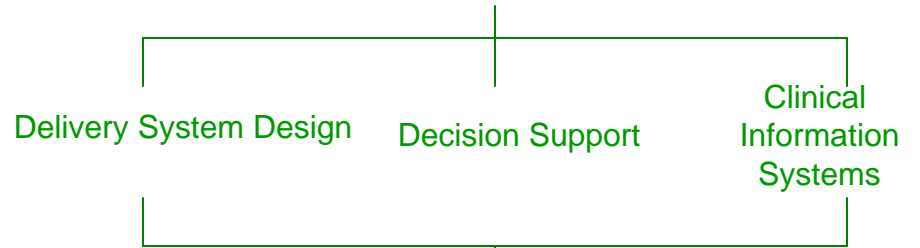
Resources, Policies and System Change



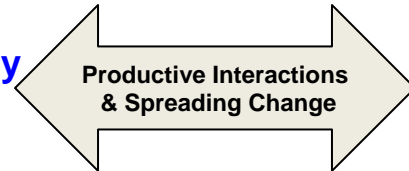
Informed, Activated Patient, Family and Community Partners

Our Health System

Health Care Organization



Organized, Prepared, Proactive Health Team with patient/family



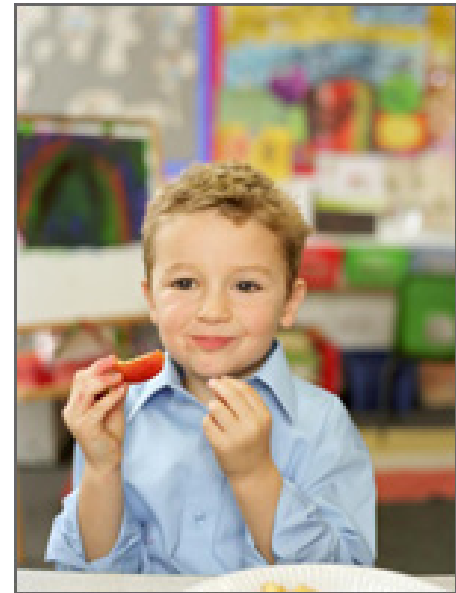
Improved Health Among Patients
Improved Health for Delaware's Children

Source:
 Chang, Hassink, Werk,
 October, 2011



Key Elements of Our Strategy

- Defined the geographic population and a shared outcome
- Established multi-sector partnerships where kids live, learn and play
- Pursued policy and practice changes
- Developed social marketing campaign
- Leveraged technology
- Serve as an “integrator” that works intentionally and systematically across sectors to improve health and well-being

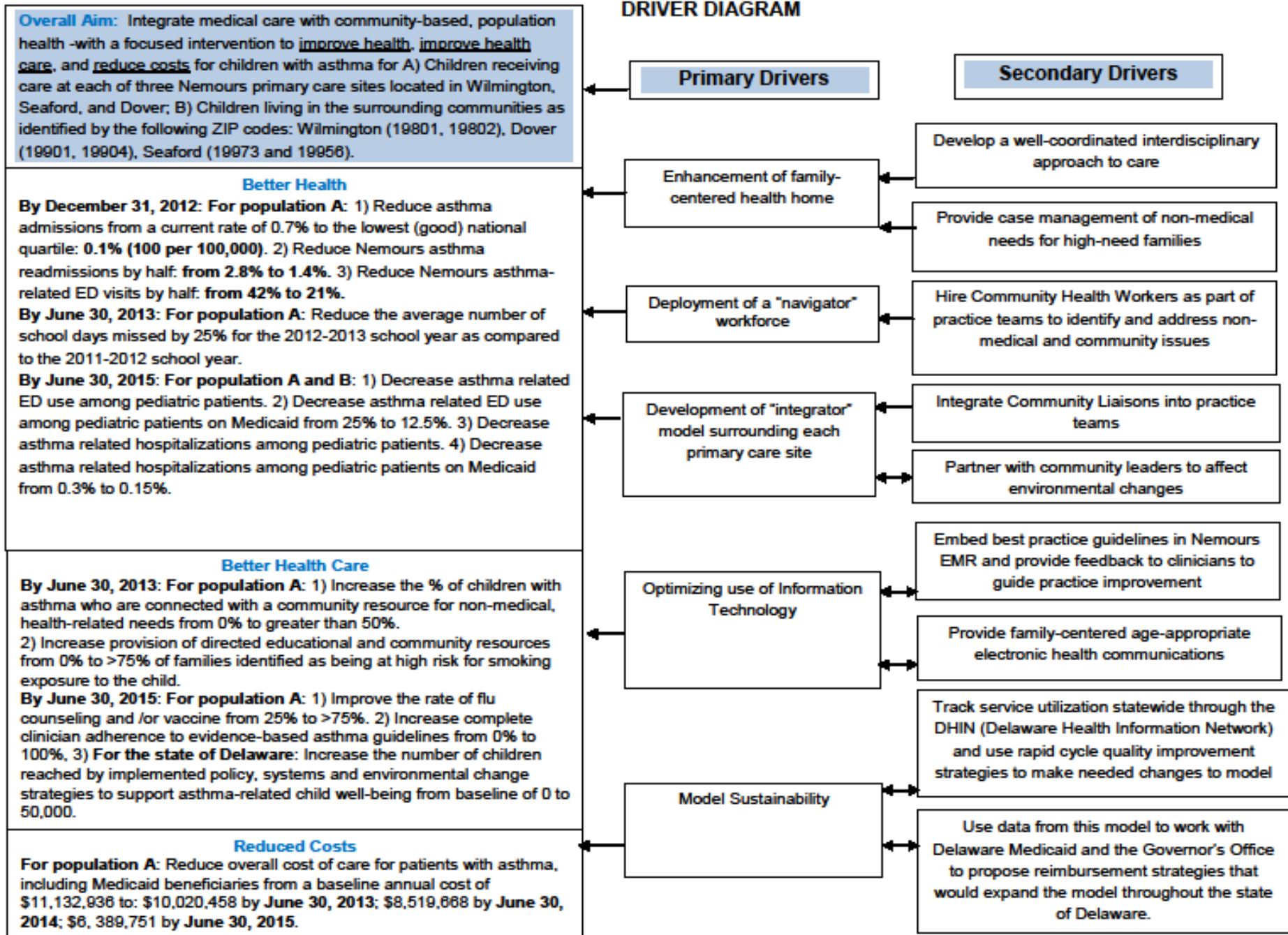


Health Care Innovation Award: The Nemours/AIDHC Model

- Nemours expanded its population-based strategy to explicitly link to primary care
- Project Goals
 - To reduce asthma-related emergency department use among pediatric Medicaid patients in Delaware by 50% and asthma-related hospitalization by 50% by 2015, with incremental declines in 2013 and 2014.
 - Other goals include:
 - Reduce asthma-related admissions and readmissions.
 - Improve the rate of flu counseling and/or vaccinations
 - Increase complete clinical adherence to evidence-based asthma guidelines
 - Increase the number of children reached by implemented policy, systems and environmental change strategies to support asthma-related child well-being from baseline of 0 to 50,000

Optimizing Health Outcomes for Delaware's Children

DRIVER DIAGRAM



Nemours' Proposed Model: DE Pilot

Nemours Pediatrics patients with asthma

- Care coordination facilitated by registry
- One-on-one education
- Follow-up with care team, community health workers, psychologists and others as needed

Nemours Pediatrics patients

- Team-based care
- Prevention focused
- Family centered medical home
- Patient and family education
- Shared decision making and parent/family empowerment

Children with asthma in 6 targeted ZIP codes

- Increased community capacity to work with children with asthma
- Coordination with school nurses and child care providers
- Community-wide asthma education
- Increased access to physical activity

All children in 6 targeted ZIP codes

- Policy and practice changes to support healthy living
- Community Leadership Teams
- Environmental health training for providers
- Triple P and other parenting supports
- Smoking cessation and youth tobacco prevention programs

Current Status and Next Steps

- Partnerships/relationships
- Recruiting, hiring, training and deploying workforce
- Implementing Family Centered Medical Home
- Integrating Psychologists in Primary Care
- Integrating Navigator Workforce
- Establishing an Integrator Model
- Establishing the Student Health Collaborative
- Apply for NCQA recognition
- Ongoing monitoring and support
- Continued attention to implementation and integration
- Dissemination of early wins and lessons learned
- Population Health Learning Collaborative
- Peer to Peer learning

Next Steps

And beyond – Spread, Scale and Sustainability

- Sustain change through impacting policies and practices in collaboration with community partners
- Pursue financial sustainability via various methods
 - Investigate opportunities to employ multiple funding streams simultaneously (pooling, blending, braiding, connecting, reallocating)
 - Develop innovative financing and payment systems to optimize population health and contain costs
 - Explore points of leverage (e.g., community benefit, civic goals, and/or cross-sector savings)
- Apply the model to other populations

Lessons Learned

- Myths about allowable use of Medicaid funds persist despite demonstrated success in the states in leveraging Medicaid for prevention initiatives.
 - Utilizing non-traditional providers
 - Providing services in non-traditional settings
 - Providing non-medical services
 - Reaching beyond enrolled individuals
 - Providing local programs



Lessons Learned

- Lessons from the innovation of CMMI awardees should be disseminated and translated into new policy and practice.
- Partnerships and collaboration between public health and Medicaid leaders are needed to increase investments in community-based prevention services.
- Financing is needed to support integrators who lead efforts to integrate Medicaid and public health to achieve goals.
- Evaluation of integrated payment models over a longer period of time is needed to give prevention strategies time to demonstrate return on investment and support actuarial analyses of prevention.
- Pathways for incremental reforms are needed to help states achieve the long term goals of delivery reform and population-based health.

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