



**Camden Coalition of
Healthcare Providers**
www.camdenhealth.org

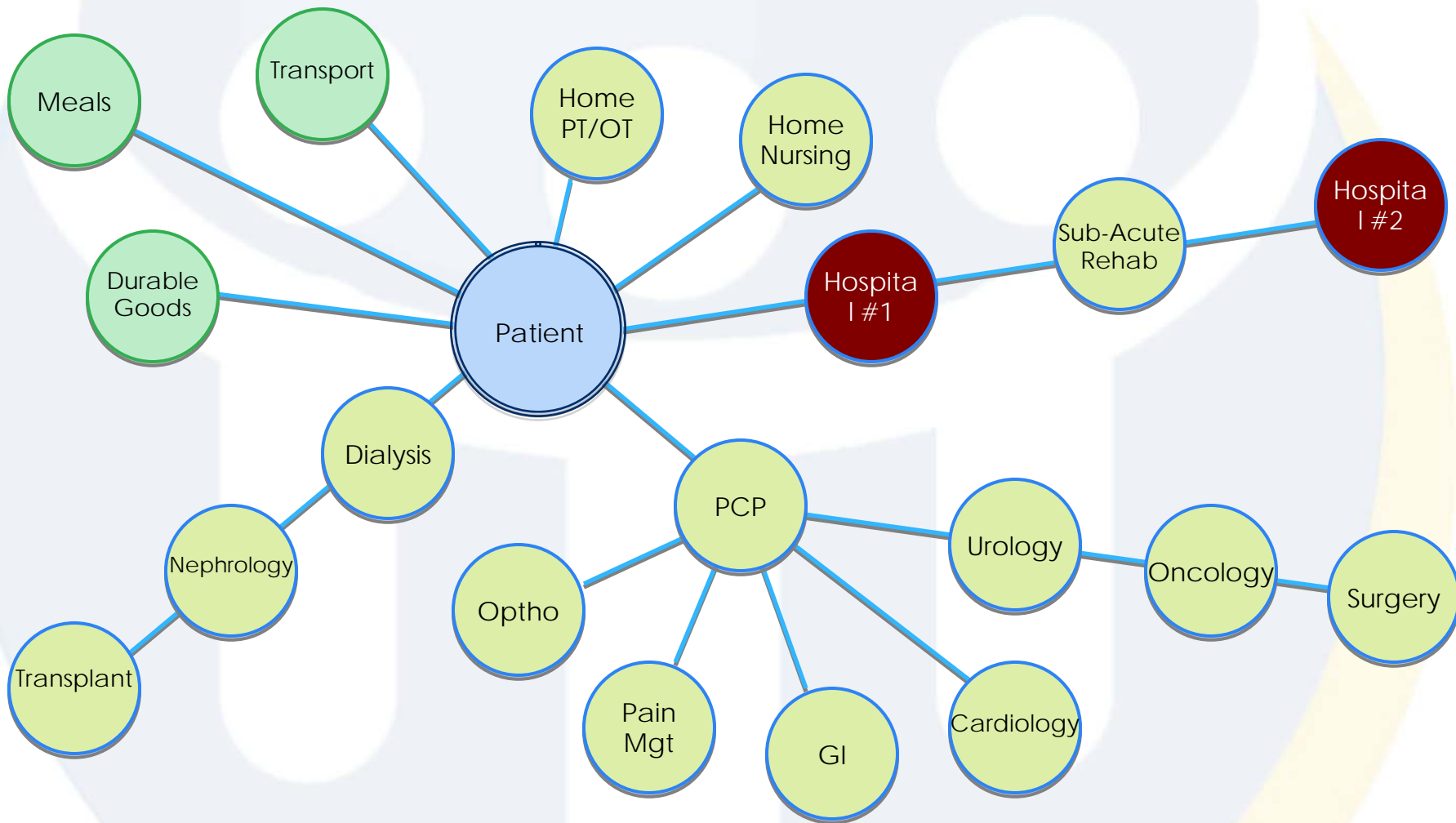
Improving Care Together in One of America's Poorest Cities

Jeffrey Brenner, MD
Executive Director

Understanding the Problem

- 55-yo Male, admitted for GI bleed and SOB (November 2011)
- Dual coverage, Lives alone in high-rise apartment
- 6 months: 9 ED visits, 6 inpatient visits
- 12 medications daily

Understanding the Problem





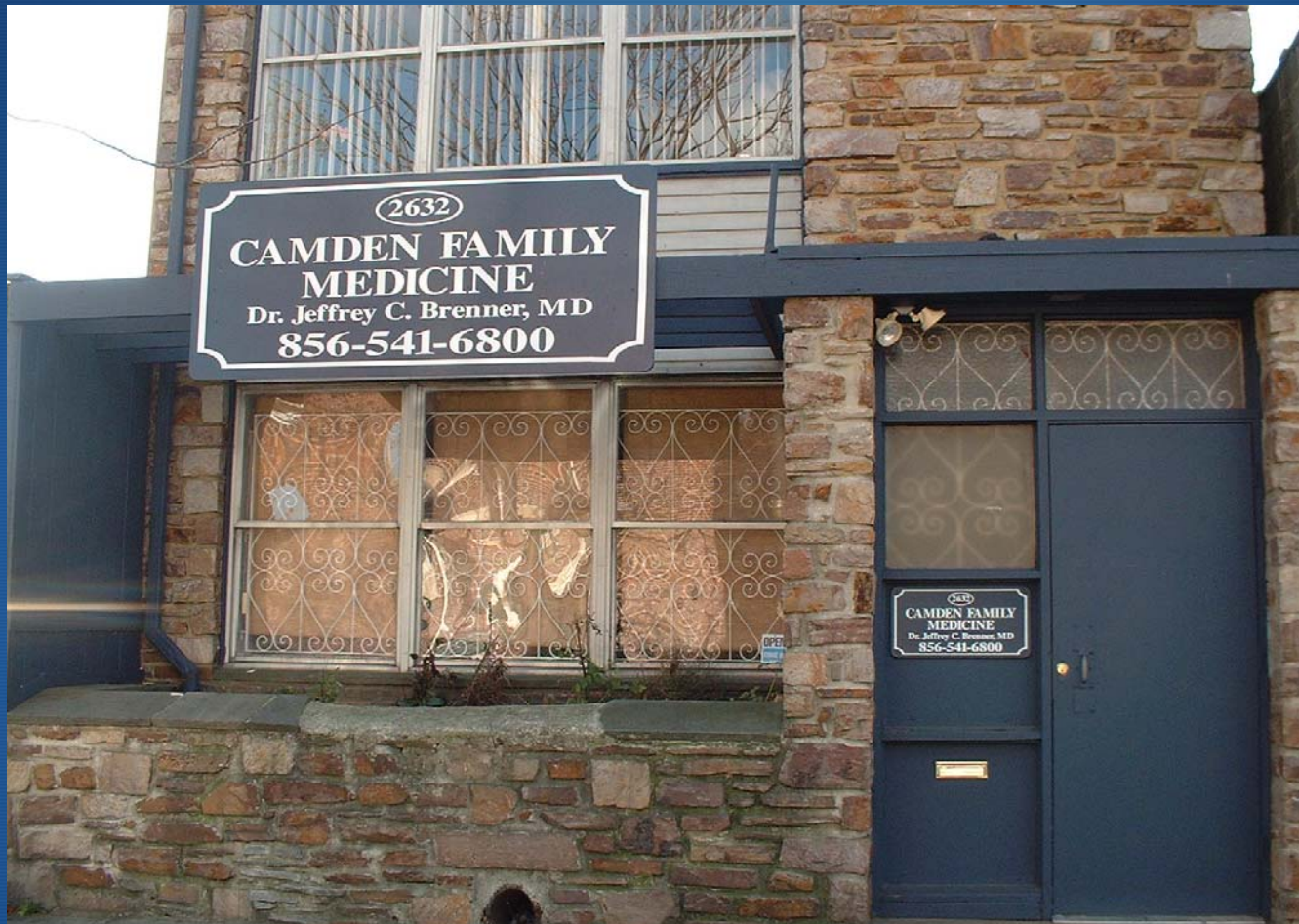


Overview of the Camden Coalition of Healthcare Providers

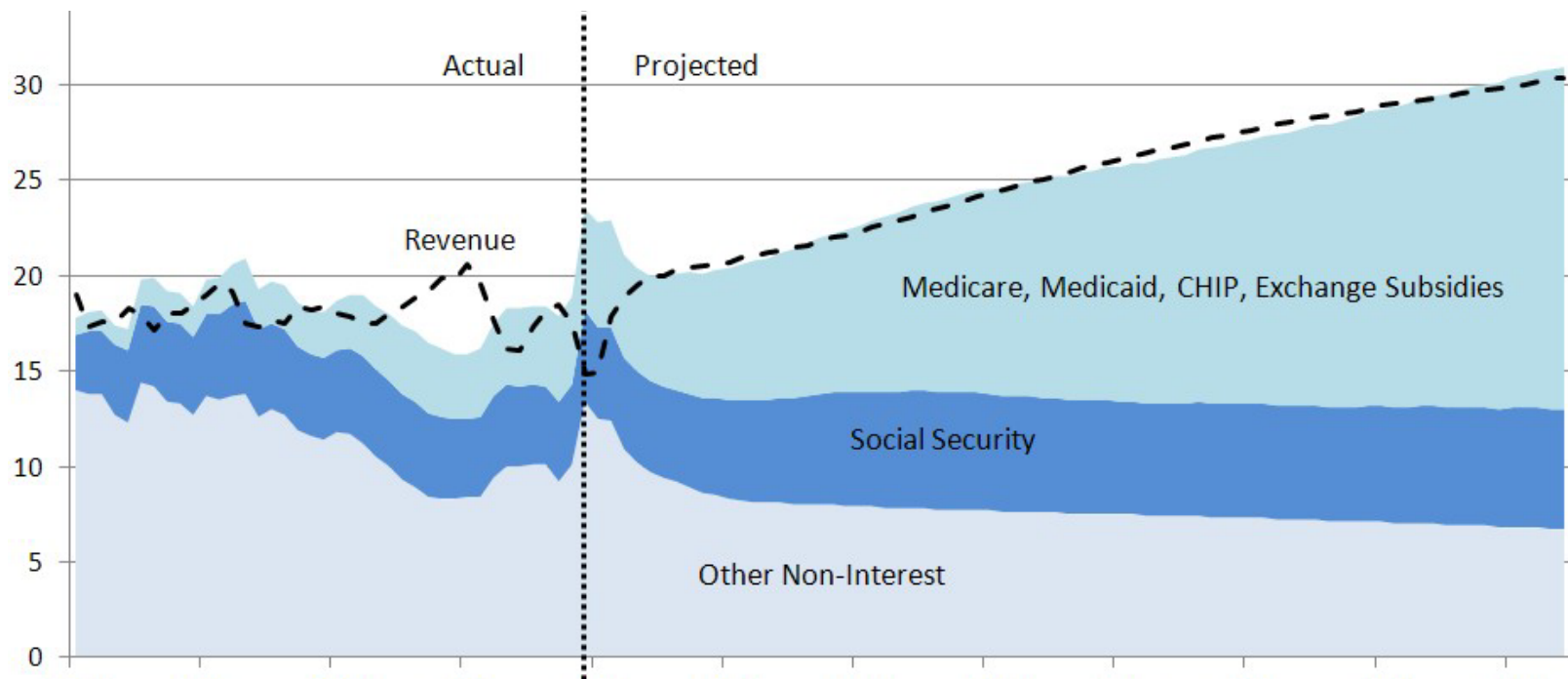
Vision: Camden will be the first city in the country to bend the cost curve while improving quality.

Mission: To improve the quality, capacity, coordination and accessibility of the healthcare system for all residents of Camden.

- 45 staff, \$4.8 million annual budget
- Mix of foundation, federal grant funding and hospital support
- Membership organization, 20 member board, incorporated non-profit



Long-term Federal Debt



Hospital Costs – Camden Residents, 2011

Total hospital revenue

\$108 million
\$1,396 per capita

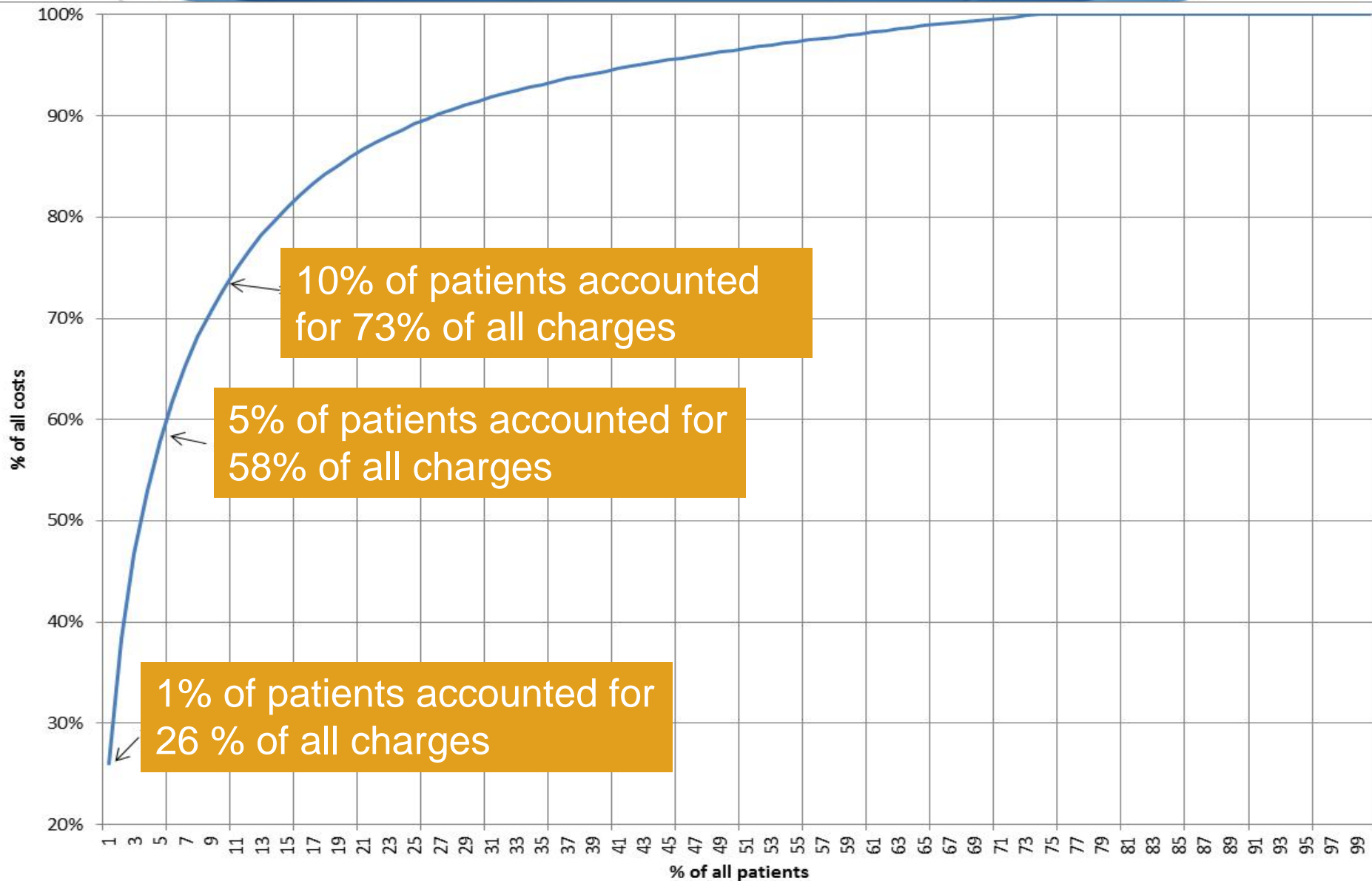
Total inpatient revenue

\$79 million
\$1,021 per capita

Total Emergency Department revenue

\$29 million
\$375 per capita

Camden Cost Curve, 2011



Camden ED use by diagnosis, 2011

Primary ED Diagnosis, 2011	Visits	% of visits	Receipts
Upper respiratory infections (head cold)*	4,858	16.3%	\$1,456,464
Sprains and strains	3,295	11.1%	\$1,159,452
Superficial injury; contusion	2,786	9.4%	\$837,132
Abdominal pain	2,318	7.8%	\$926,239
Skin and subcutaneous tissue infections	2,213	7.4%	\$673,115
Urinary tract infection*	2,182	7.3%	\$720,050
Spondylosis; and other back problems	1,735	5.8%	\$517,997
Asthma*	1,580	5.3%	\$675,230
Total	65,992		\$23,106,476

*conditions which are typically amenable to outpatient management

Theory of Change

**Clinical
Redesign**

Data

Engagement

Clinical Interventions

The Push

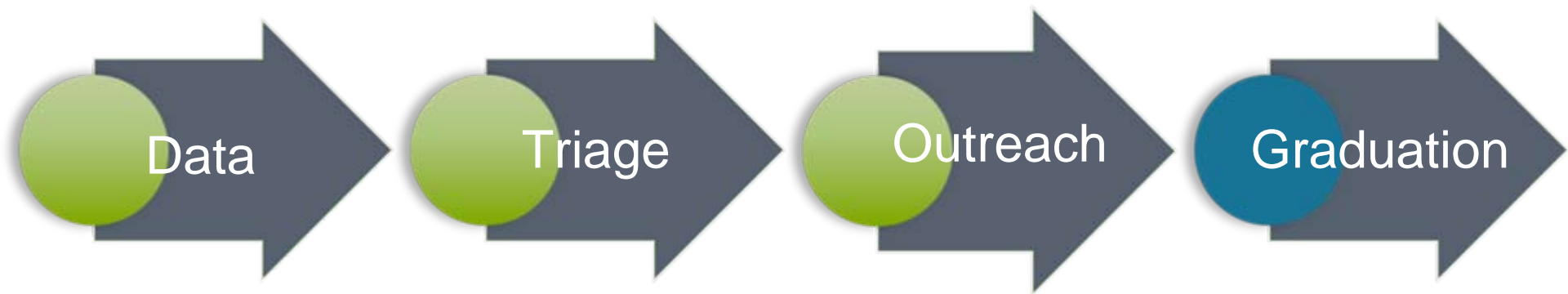


The Carry



**The
Catch**

The Carry: Community Based Care Coordination



Daily Admissions Feed

Admitted past month, 6 month summary

Days 6 mo episodes										
Admit	Facility	Inp	ED	Name	dob	age	sex	PCP	PracticeName	Insurance
06/13/12										
	Cooper	40	7	3	XXXXXXXXXXXXXX	xx/xx/xxxx	55	M	JACK GOLDSTEIN	CMC Dept of
	Cooper	44	3	2		xx/xx/xxxx	73	F	MARILYN GORDON	CAMcare Health
	Cooper	79	3			xx/xx/xxxx	57	M	JOHN KIRBY	Cooper Physician
	Cooper	35	2	3		xx/xx/xxxx	21	M	NO PHYSICIAN	HORIZON NJ PPO
	LOLO	1	2	1		xx/xx/xxxx	56	M		SELF PAY -
	Cooper	5	2	1		xx/xx/xxxx	61	M		
	LOLO	4	2	1		xx/xx/xxxx	54	M		SELF PAY
	Cooper	27	2			xx/xx/xxxx	47	M	MARILYN GORDON	CAMcare Health
06/12/12										
	Cooper	15	13	1		xx/xx/xxxx	22	F	MIGUEL MARTINEZ	Cooper Physician
	Cooper	18	3	2		xx/xx/xxxx	55	M	NO PHYSICIAN	AMERHLTH/KEYST
	Cooper	99	3	1		xx/xx/xxxx	64	M	DANIEL HYMAN	Cooper Physician
06/11/12										
	Cooper	9	9	5		xx/xx/xxxx	48	M	LYNDA BASCELLI	Project Hope
	LOLO	43	9	1		xx/xx/xxxx	71	F		INTERNAL BILLING
	LOLO	17	5	5		xx/xx/xxxx	66	F		HORIZON NJ
	Cooper	27	5	3		xx/xx/xxxx	52	M	LYNDA BASCELLI	Project Hope
	LOLO	35	5	1		xx/xx/xxxx	70	F		BRAVO HEALTH
	LOLO	46	4	5	-	xx/xx/xxxx	73	F		HORIZON NJ
	LOLO	31	3	2		xx/xx/xxxx	52	F		SELF PAY
	Cooper	2	3	1		xx/xx/xxxx	68	F	MINH HUYNH	
	LOLO	1	3	1		xx/xx/xxxx	73	F		HORIZON NJ
	Cooper	34	3			xx/xx/xxxx	62	F	ANNA HEADLY	Cooper Physician
	Cooper	131	2	10		xx/xx/xxxx	35	M	NO PHYSICIAN	
	LOLO	54	2	6		xx/xx/xxxx	49	F		SELF PAY -
	LOLO	177	2	4		xx/xx/xxxx	91	F		HORIZON NJ
	Cooper	3	2	2		xx/xx/xxxx	51	M	NO PHYSICIAN	MEDICAID
	LOLO	139	2	2		xx/xx/xxxx	87	F		HORIZON NJ

The Catch: Primary Care Redesign

Embedding staff and resources within primary care practices to:

- Ensure every hospitalized patient gets priority attention from the practice
- Provide practice-based care coordination for the sickest patients
- Use data to proactively manage patient panel

Data Analysis

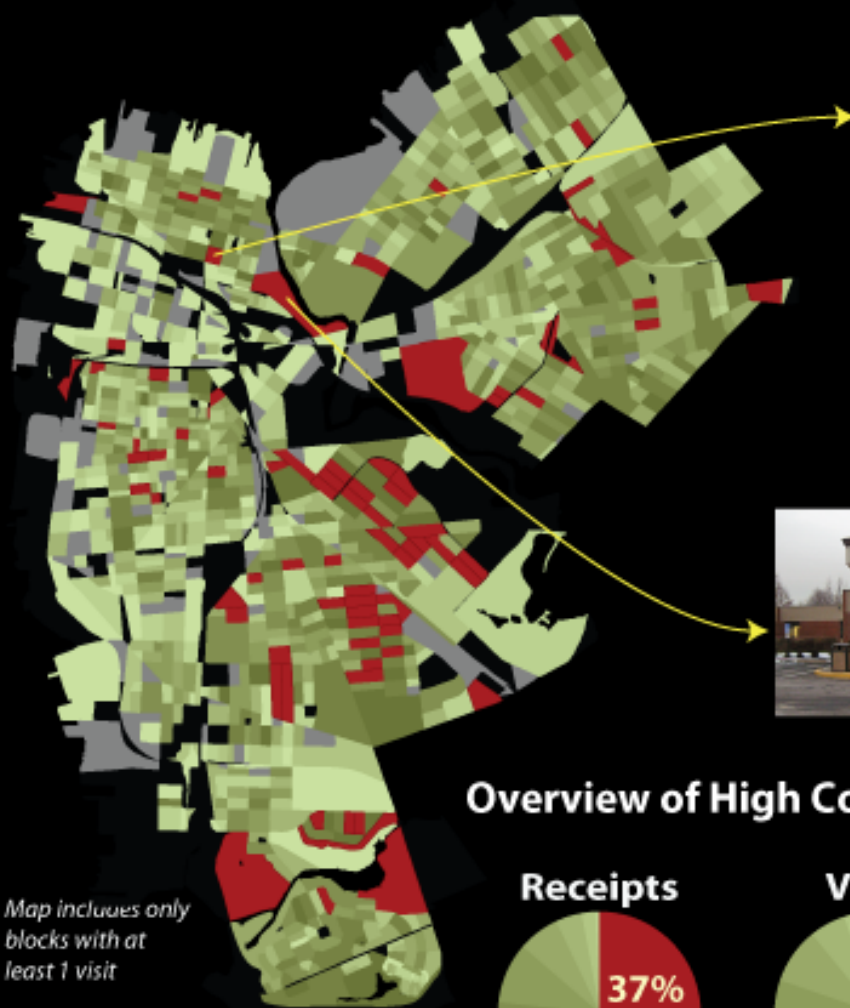


**Identifies Accountable
Providers**

**Highlights
Geography**

**Exposes
Complexit
y**

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...

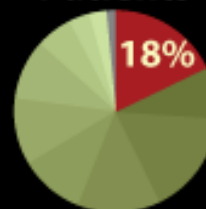
Receipts



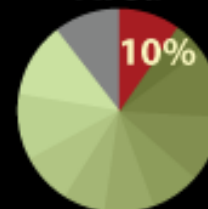
Visits



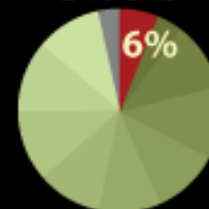
Patients



Area



Blocks



CamConnect.org



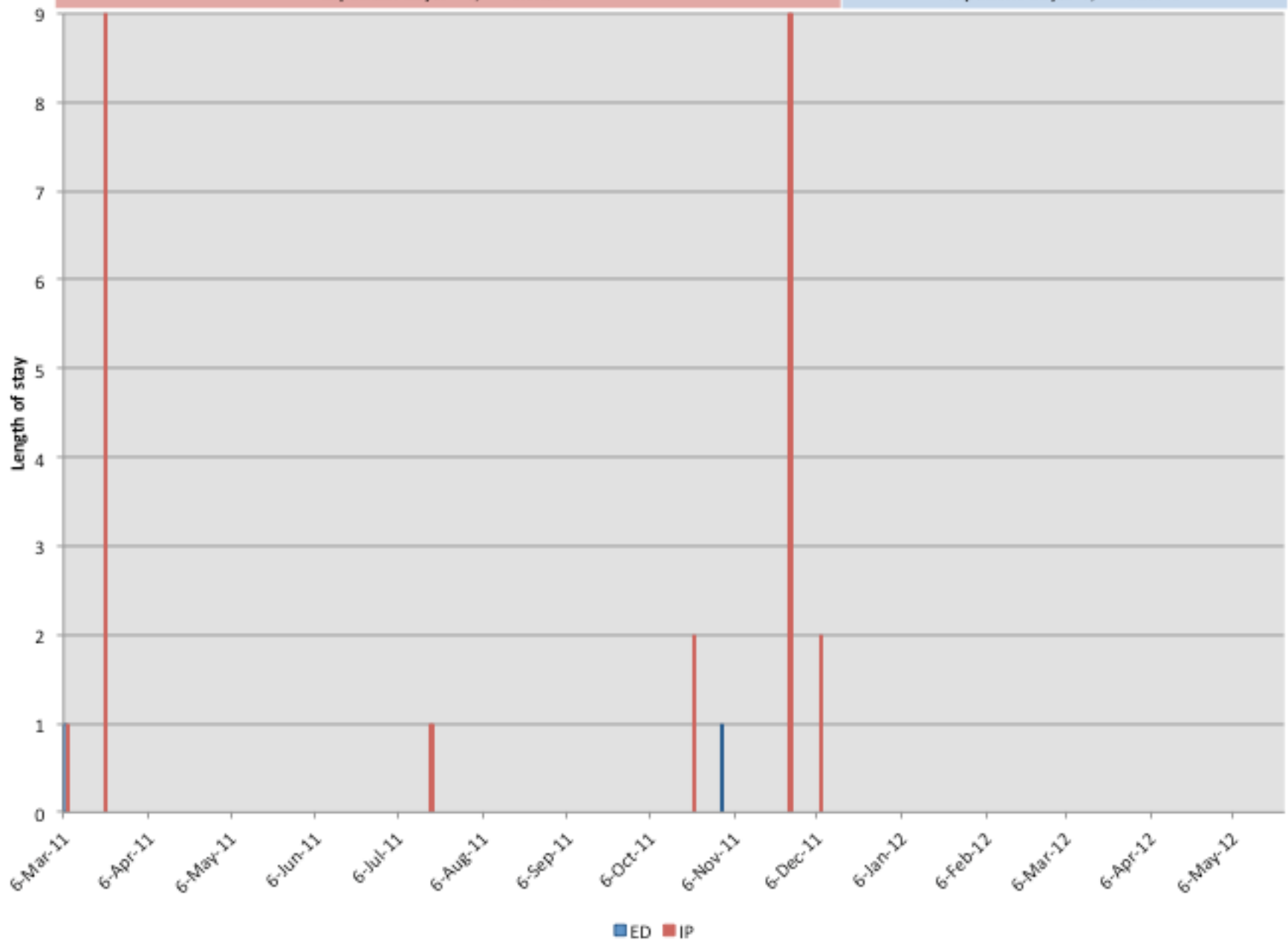
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Source: Cooper, Lourdes, and Virtua
Hospital and ER billing data
Jan 2002-June 2008

1 year pre-enrollment
Charges = \$312,525; Receipts: \$59,133
Inpatient days: 24; ED visits: 2

Post-enrollment
Charges = \$0; Receipts= \$0
Inpatient days: 0; ED visit=0



Engagement

Polycymake

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Patient

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Faith-Based

Groups

Advocat

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Provider

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Community

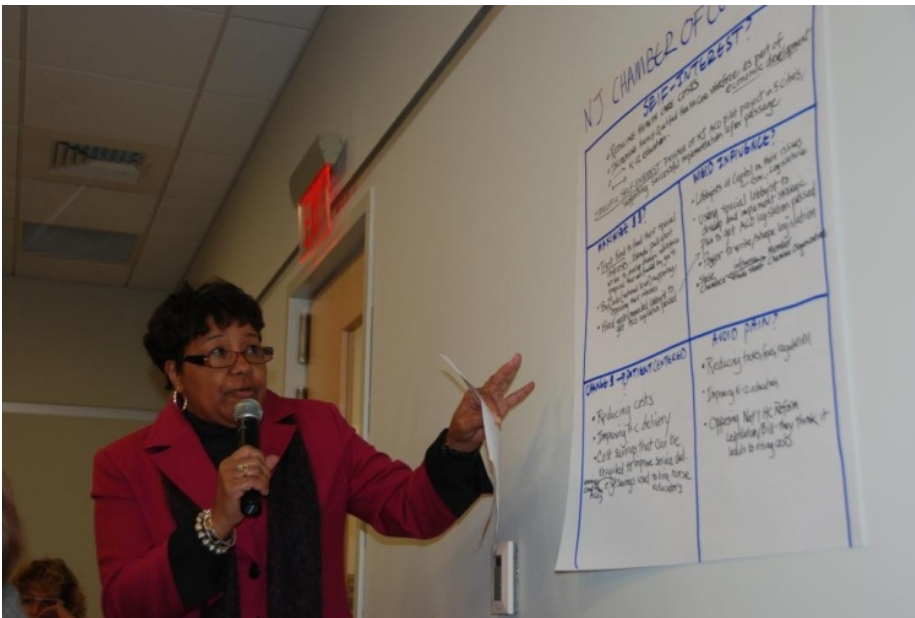
Resources

Residents

Payors

Similar

Programs



Train local residents to participate in decision-making over health care resources

Promote collaboration
among providers and
between providers and the
community





The Road to Good Care



NJ's Medicaid ACO Model

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.

Questions?

- info@camdenhealth.org
- www.camdenhealth.org
- Twitter: @camdenhealth