
Genesys Health System: Our Experience with the Triple Aim

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Our History, Our Community



- **A profile of our Community**

- Genesee County, Michigan: Population of 435,000

- 75% Caucasian, 23% African American, 2% Hispanic/Latino

- Flint, Michigan (County seat & largest city): Population: 119,000

- 53% African American, 41% Caucasian, 3% Hispanic/Latino

- **Once a booming General Motors (GM) town**

- *1980s: Over 80,000 GM employees worked in Genesee County*

- *Today: Less than 8,500 GM employees remain working in Genesee County*

- GM Retirees - Flint and Genesee County are still home to one of the largest concentrations of GM retirees in the world

- **Highest unemployment rate in the US**

- *Genesee County: 17.6% unemployment rate (August 2009)*

- *City of Flint: 28.9% unemployment rate (August 2009)*

The Problem

- The City of Flint tends to have ***poorer health, higher utilization, higher costs, lower coverage, higher disparities and worse socio-economic conditions*** than Genesee County, the State of Michigan and the Nation.
- In 2007, ***13.3% of Genesee County residents were uninsured***, compared to 11% in the State and trending upward.

Flint Community Drives Change

- Healthcare transformation began in our community more than 20 years ago to address rising healthcare costs and their impact on our struggling automotive industry.
- Our community has adapted by developing innovative solutions to our complex economic and social situations

Who We Are

- **Genesys Health System**, located in Flint, Michigan, our mission is to “Improve the Health of the Community”
 - Part of Ascension Health, a national system with Catholic Heritage
 - Integrated health system with sophisticated physician partnerships, full continuum of care, 410 bed acute care hospital, outpatient clinics, diagnostics, nursing homes, home healthcare, PHO, co-management companies
- The **Genesys HealthWorks** initiative is leading the transformation of healthcare by developing a new model of care that focuses on health rather than just disease

Link to Strategy & Mission

VisionScape: In 2007, Genesys developed a 25 year vision for the future with input from Genesys Health System leaders, physicians, and the community

Goal of VisionScape: ***To achieve the Triple Aim in our community***

– **HealthWorks was included as one of the four pillars of VisionScape**

– Other pillars:

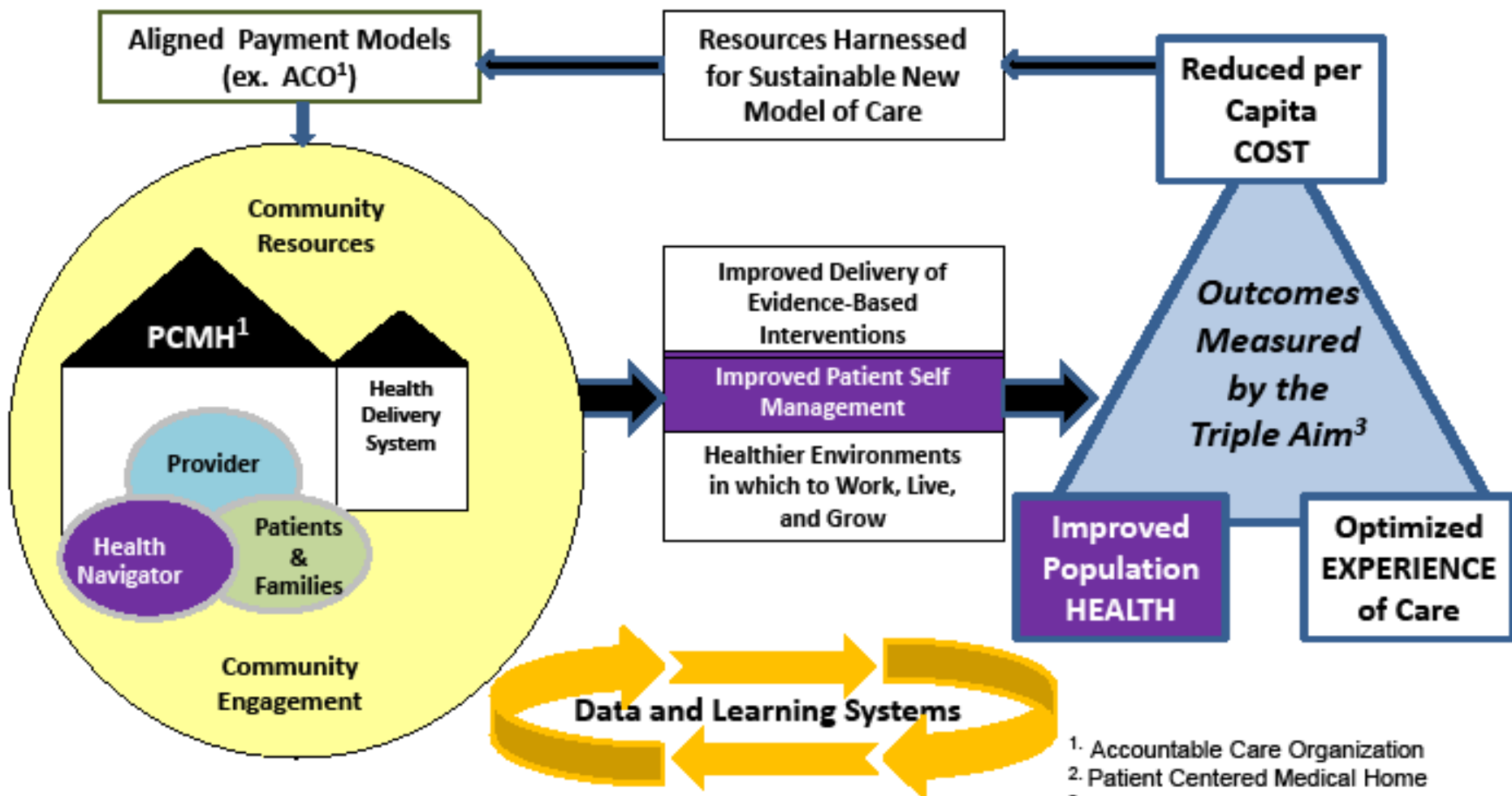
- *The hospital of the future, Genesys Learning Institute, and Campus & Community Revitalization*

Genesys HealthWorks

- Focusing on **health** rather than just disease
- Promoting continuous **healing relationships** with primary care physicians
- **Health Navigators support** patients and providers, linking with community resources to promote health
- **Integrating & aligning** a coordinated network of providers working in teams
- **Working together through community partnerships** in a common vision with special attention to the poor and vulnerable
- Achieving **outcomes** that:
 - **Improve health**
 - **Improve the experience of healthcare**
 - **Contain costs**

GENESYS HEALTHWORKS

Leading the transformation of healthcare by creating a new model of care, which is focused on health rather than just disease

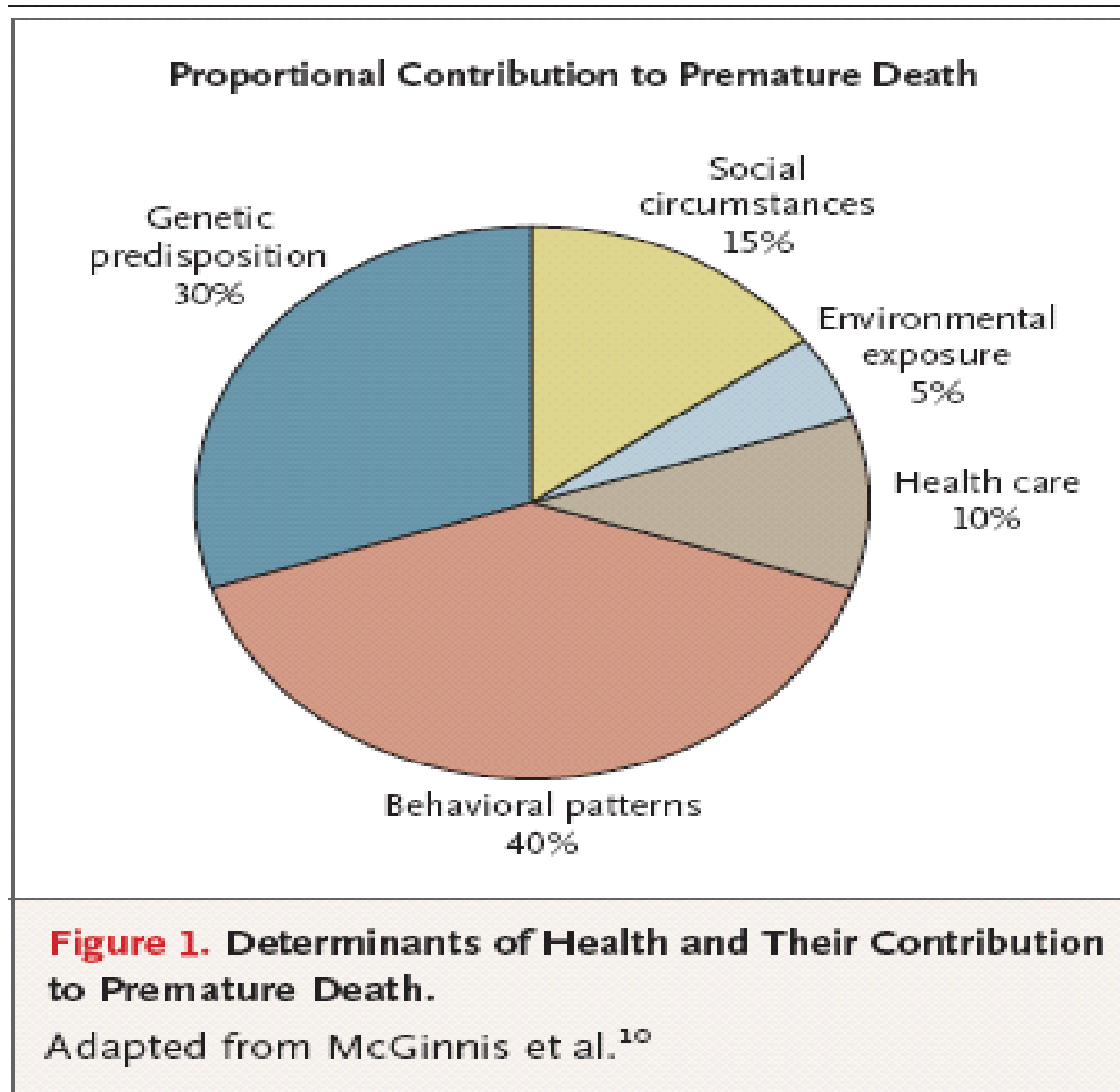


1. Accountable Care Organization

2. Patient Centered Medical Home

3. Institute for Healthcare Improvement

True Determinants of Health



Our Partners and Target Populations

- The **Genesys Physician Hospital Organization (GPHO)**, established in 1994, includes 132 primary care physicians caring for more than **236,000 patients**
 - Mostly 1-3 physician private practices
 - Primarily small group practices (1-3 physicians), urban, rural, and suburban
 - Active utilization and quality initiatives over past 15 years, and evolving electronic record
 -
- **Genesee Health Plan (GHP)**, incorporated in 2001, provides access to a patient centered medical home and basic health services for more than **25,000 low income, uninsured adults**
 - Supported by state, federal and local funds including a special county-wide millage, which generates \$11.5 million per year in tax revenue to support the plan.

Changes we are implementing for our population:

Self Management Support

Health Navigators = a key element in self management support; promotes healthy behaviors

Role of the Health Navigator:

- *Support the practice*
- *Support the patient*
- *Link to community resources*

Key Characteristics of the Health Navigator:

- Develop a relationship with the practice & the patient
- Viewed as part of the practice team
- Serves entire practice panel including high-risk, moderate-risk, and low-risk patients
- Training focused on motivational interviewing, resource development
- Backgrounds range from health educator to social worker, dietitian, registered nurse, etc.

Patient Story:

Ms. G. is a 51-year-old female with a history chronic pain for the past seven years. Her health goal is to better cope with her pain.

In addition to pain, Ms. G:

- Struggles with hypertension and obesity
- Feels sad and blue most days
- Needs physical therapy
- Smokes 1 pack of cigarettes per day
- Lacks the motivation to start exercising
- Has financial barriers to care

Patient Story:

The Health Navigator:

- Listened to the concerns of Ms. G
- Referred her back to PCP for assistance with depression
- Facilitated the referral process for physical therapy
- Offered information on smoking cessation program
- Sent her a pedometer to encourage exercise, and literature with additional resources

Patient Story:

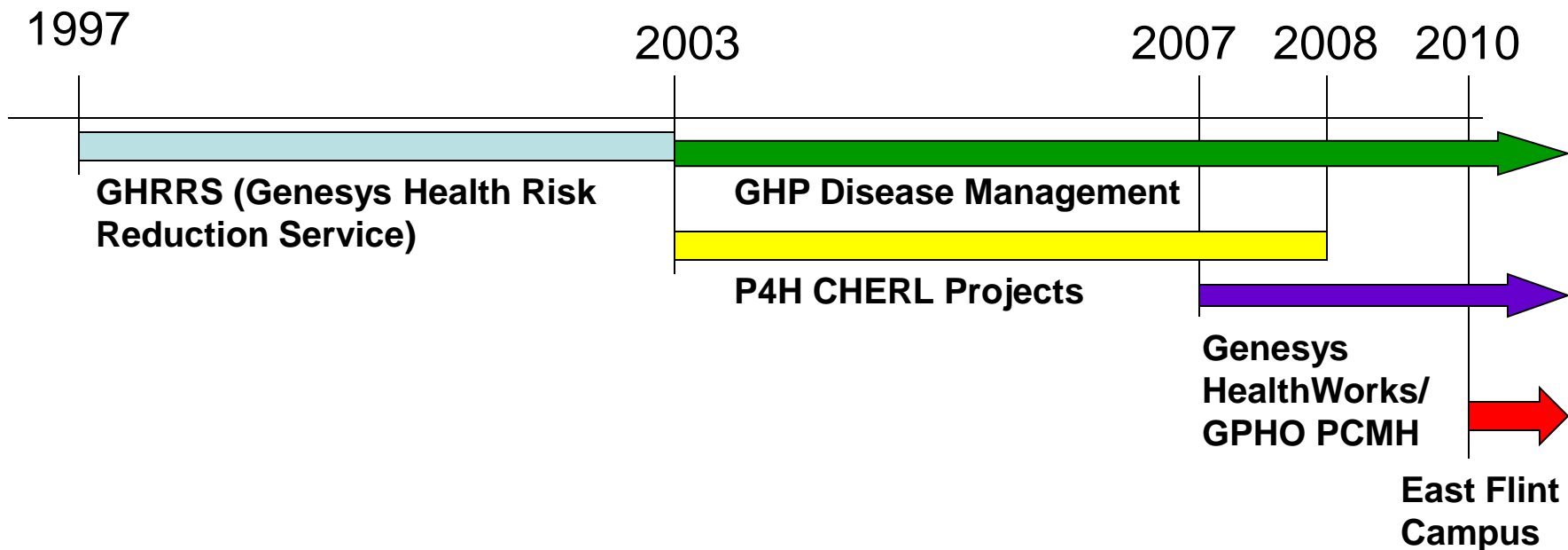
By three month follow-up Ms. G:

- Feels better about self and able to control pain better
- Met with her PCP and was given an antidepressant
- Started physical therapy
- Reduced the number of cigarettes smoked per day
- Started a diet and exercise regimen
- Accepted a scholarship for free 1 year membership to Genesys Athletic Club
- Has hope for the future

Health Navigator Approach for All Patients

- Support: *“Your practice team cares”, “We want to help”*
- Emphasis on healthy lifestyles
- Emphasis on self care
- Meet people where they are...
- Physician engagement
- Referral to available services
- Support in accessing those services
- Consistent follow up over time

Evolution of the Genesys HealthWorks Health Navigator



Within our Health System and community, the Health Navigator concept and design has been developed, tested and evolved through a variety of pilot and research projects over the past 15 years

GHP Results: Serving Vulnerable Populations

- **Access to a medical home for 72% of the uninsured adults in Genesee County**, which represents 10% of our community
- **50% initial decline in emergency room utilization** and continued downward trend for this low income population
- 15% fewer inpatient hospital stays
- **Increases in healthy behaviors in target groups: 53% improvement in physical activity, 53% improvement in eating habits, 17% reduction in smoking, 52% improvement in self monitoring for diabetics**
- 137% increase in mammography screening rates

Health Navigator Outcomes

- As of April 2010, more than **5,911 new GHP enrollees** have been assessed and engaged in the HN intervention model since implementation began in 2003.
- Reporting **data focuses on 1,763 of the 5,911 engaged members** (or 30%) whom were assessed at both at baseline and 6 months after engagement in HN interventions via telephone survey.

Improvements in Healthy Behaviors

Of the proportion of people at risk at baseline, the following improvements were reported at 6 month follow-up:

- 628/1174 (53%) of people who did not eat adequate amounts of **fruits and vegetables**, now eat adequate amounts;
- 500/938 (53%) of people who reported no regular **physical activity**, now are physically active;
- 610/781 (78%) of people who were physically active at baseline, **maintained their physical activity**;
- 120/713 (17%) of **smokers quit smoking**;
- 264/311 (85%) of patients who were not **taking their medications regularly**, now do take medications at prescribed intervals.

For a subset of patients with chronic pain:

- Of patients reporting poor management of chronic pain, 182/488 (37%) reported improved pain management.

For a subset of patients with depression:

- Of patients screening positive for depression, 260/620 (42%) reported improved symptoms.

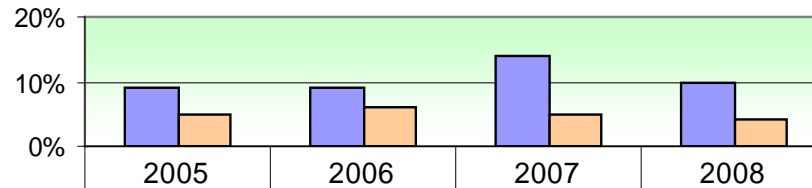
Improvements in Healthy Behaviors

For a subset of patients with diabetes:

- 320/391 (82%) who did not regularly **check their blood sugar**, now do check their blood sugar regularly
 - 232/258 (90%) who did not **check their feet** regularly, now do regular checks
 - 217/481 (45%) who had never received formal **diabetes education**, now have attended Diabetes Self Management Education
 - 260/497 (52%) who had not had a **diabetic eye exam** within the past year, received an exam
- A sub-analysis of 34 diabetics showed that ***each self reported health behavior improvement was associated with an average 0.8 improvement in HgbA1c***

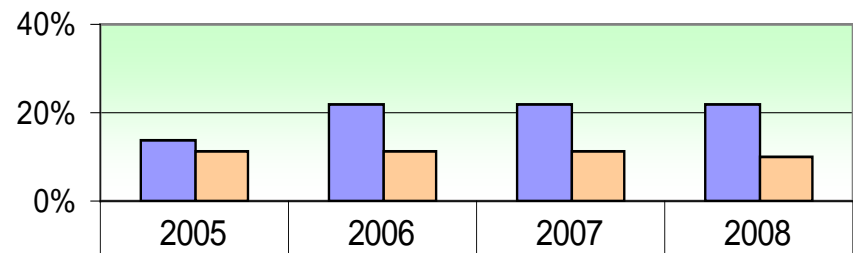
Improvements in Cost

Percent of patients engaged in Self Management Support who report one or more admission to the hospital in the past 3 months



■ At Baseline	9%	9%	14%	10%
■ At Followup (6 mo)	5%	6%	5%	4%

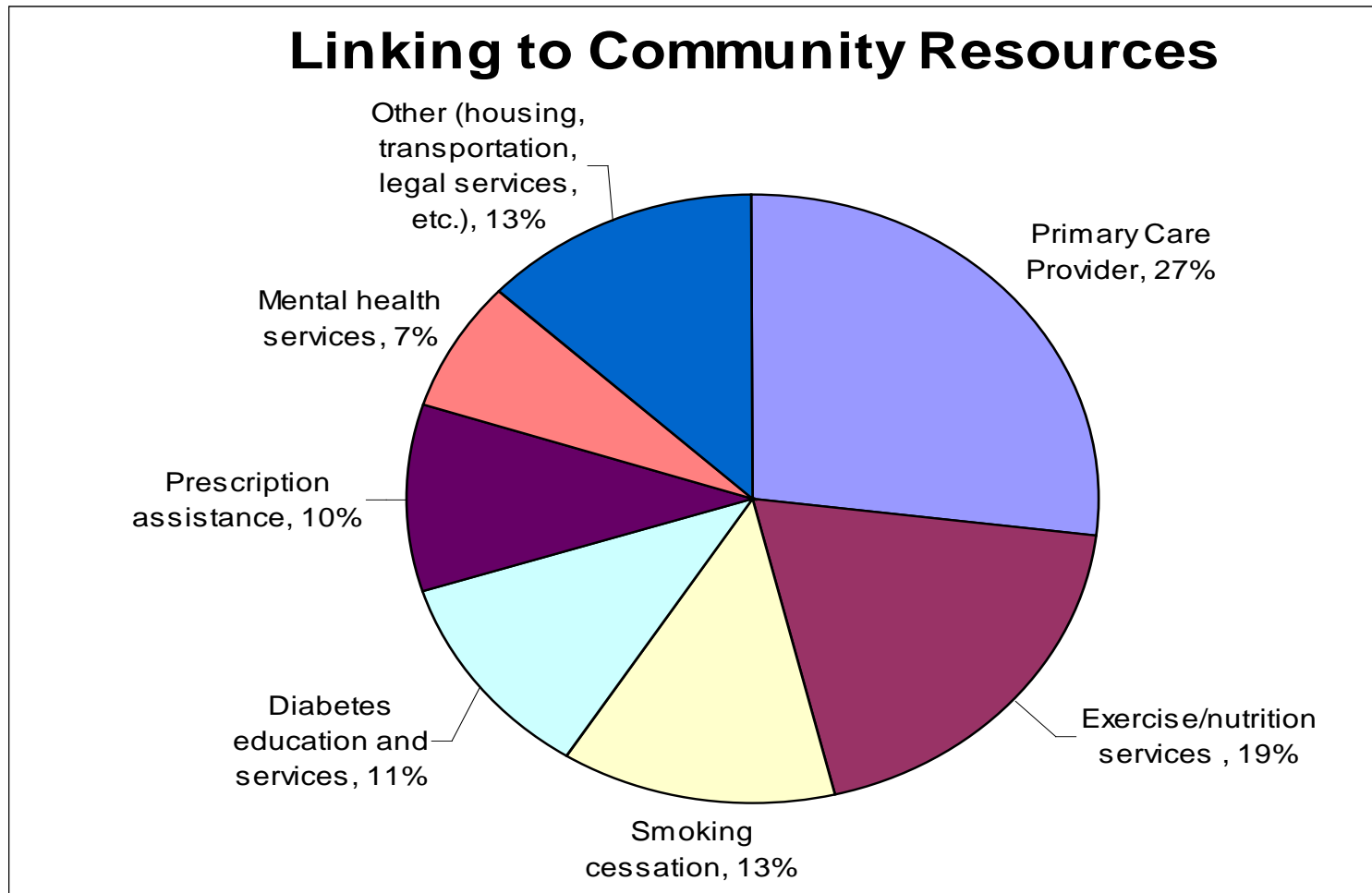
Percent of patients engaged in Self Management Support who report one or more visits to the ER in the past 3 months



■ At Baseline	14%	22%	22%	22%
■ At Followup (6 mo)	11%	11%	11%	10%

Linking to Community Resources

- In 2009, Health Navigators made 4,534 links to other services based on patient needs were completed.

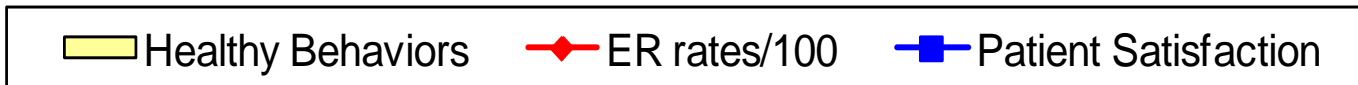
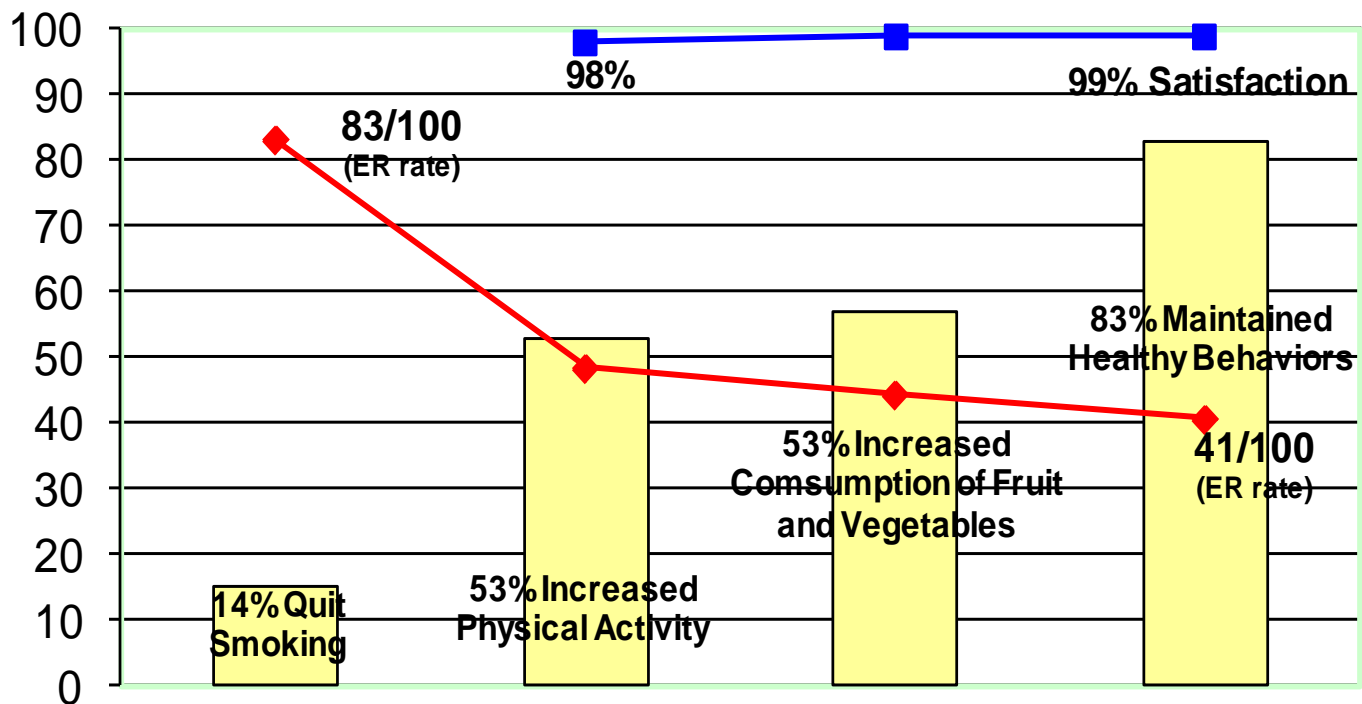


Improvements in Experience

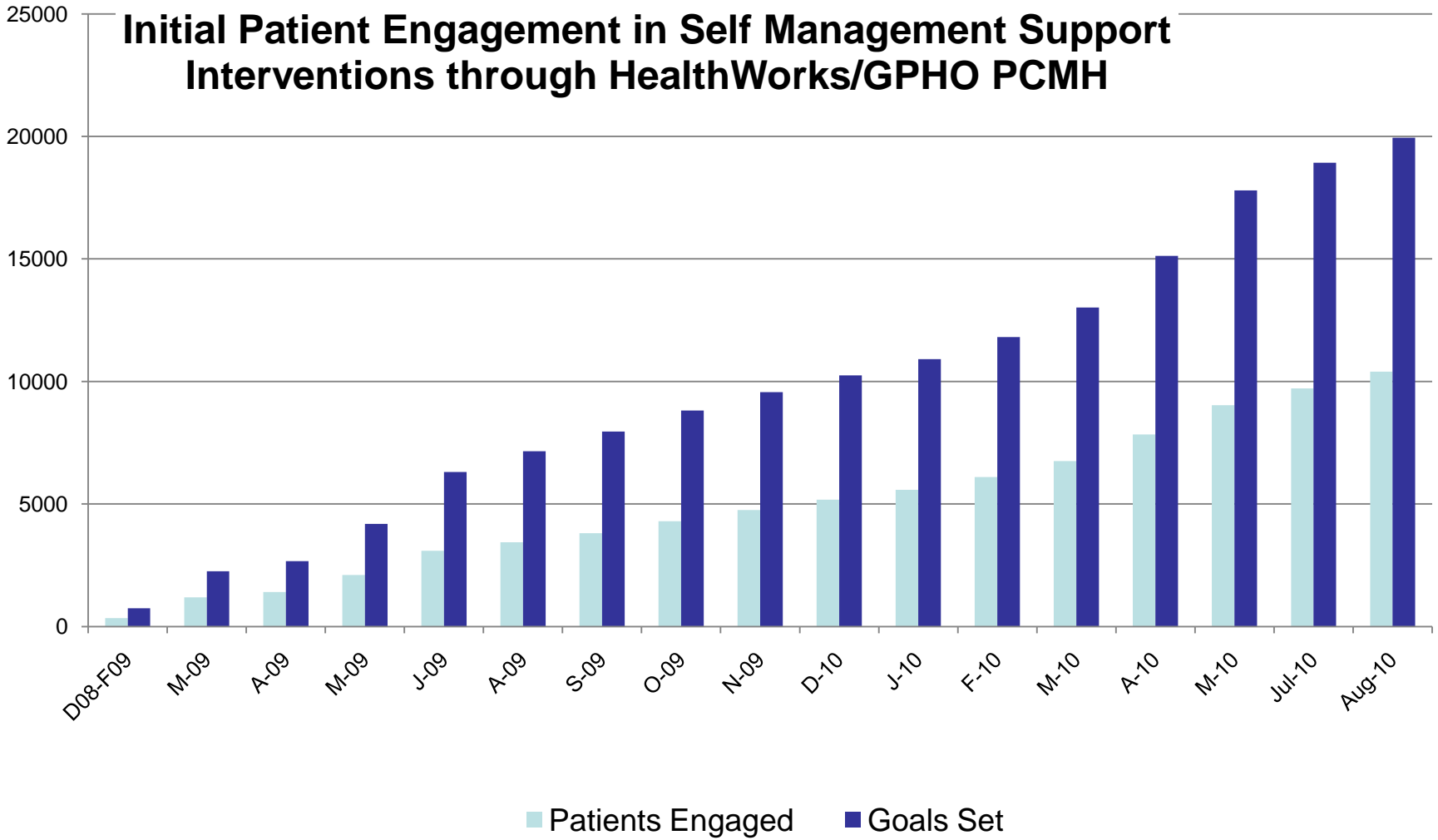
Additional comments from GHP patients engaged in the Health Navigator intervention:

- “Thanks for calling. I really needed to know someone cared.”
- “Thank you, it was nice to hear a friendly voice offering support.”
- “Thank you for all you have done for me today, I appreciate you. Thanks for caring.”
- “Thank you so much for everything you have done for me. You will be blessed for using your whole heart to help people. I am glad you are on my team.”

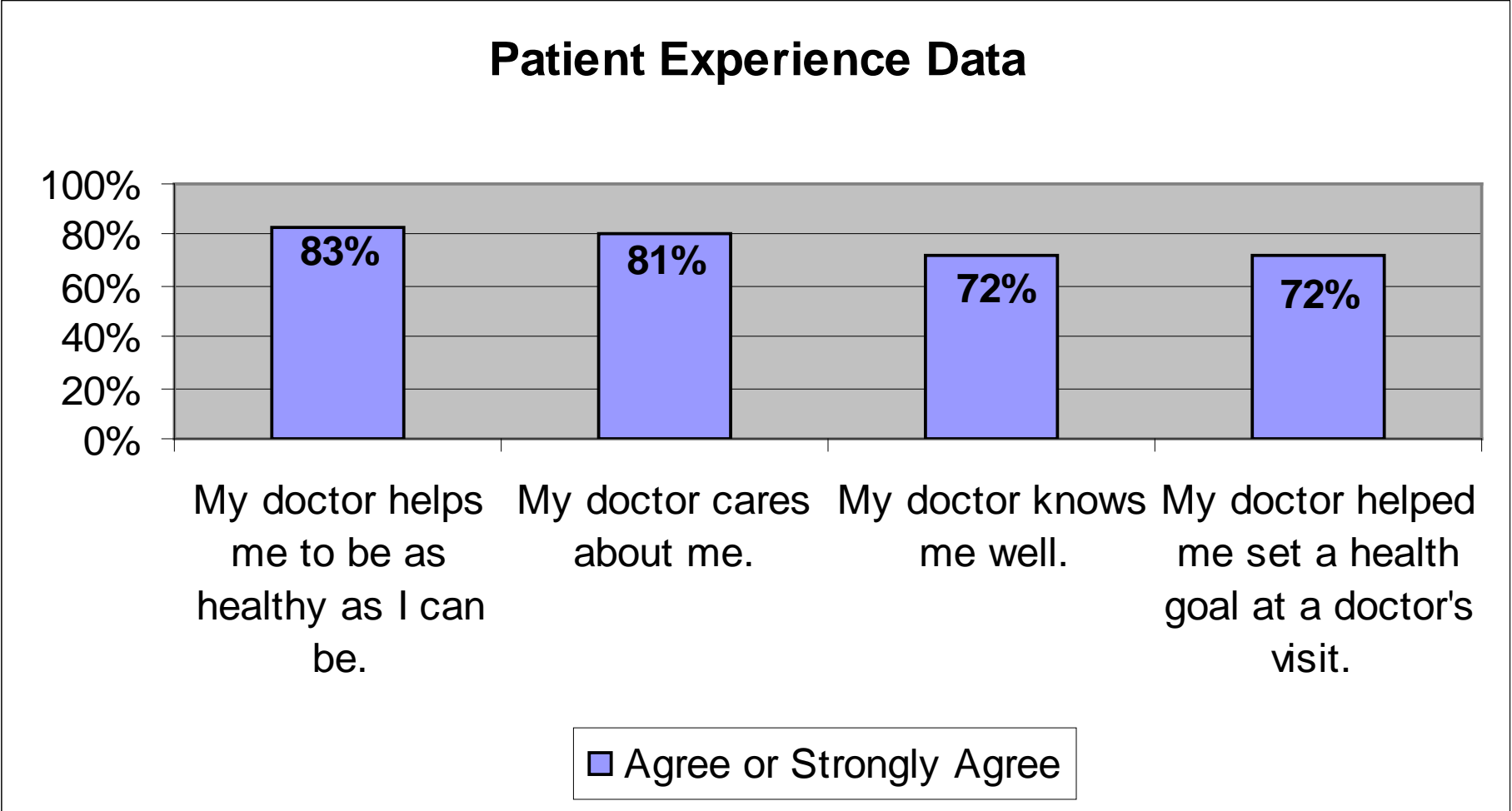
Achieving the Triple Aim for the Uninsured in Partnership with Genesee Health Plan



GPHO Results: Serving Patients in Primary Care



GPHO Results: Serving Patients in Primary Care



GPHO Results: Serving Patients in Primary Care

- 10% – 25% lower cost than competitors
- Hospital days per 1,000 are 26.6% lower than competitors
- ER rates are 14.7% lower
- 72% utilization of generic prescription drugs, making it one of the highest generic prescription rates in the State of Michigan
- Shift in appropriate radiology utilization rates: high tech 11.6% lower per member per month
- Diabetes measures consistently at or better than the NCQA 90th percentile including: glycemic control and LDL-C levels

Measurement and Reporting Capability

***He who can demonstrate
the best outcomes
at the lowest cost
with the highest levels of
patient engagement...
WINS!***

Triple Aim Reporting Capability

Externally Focused

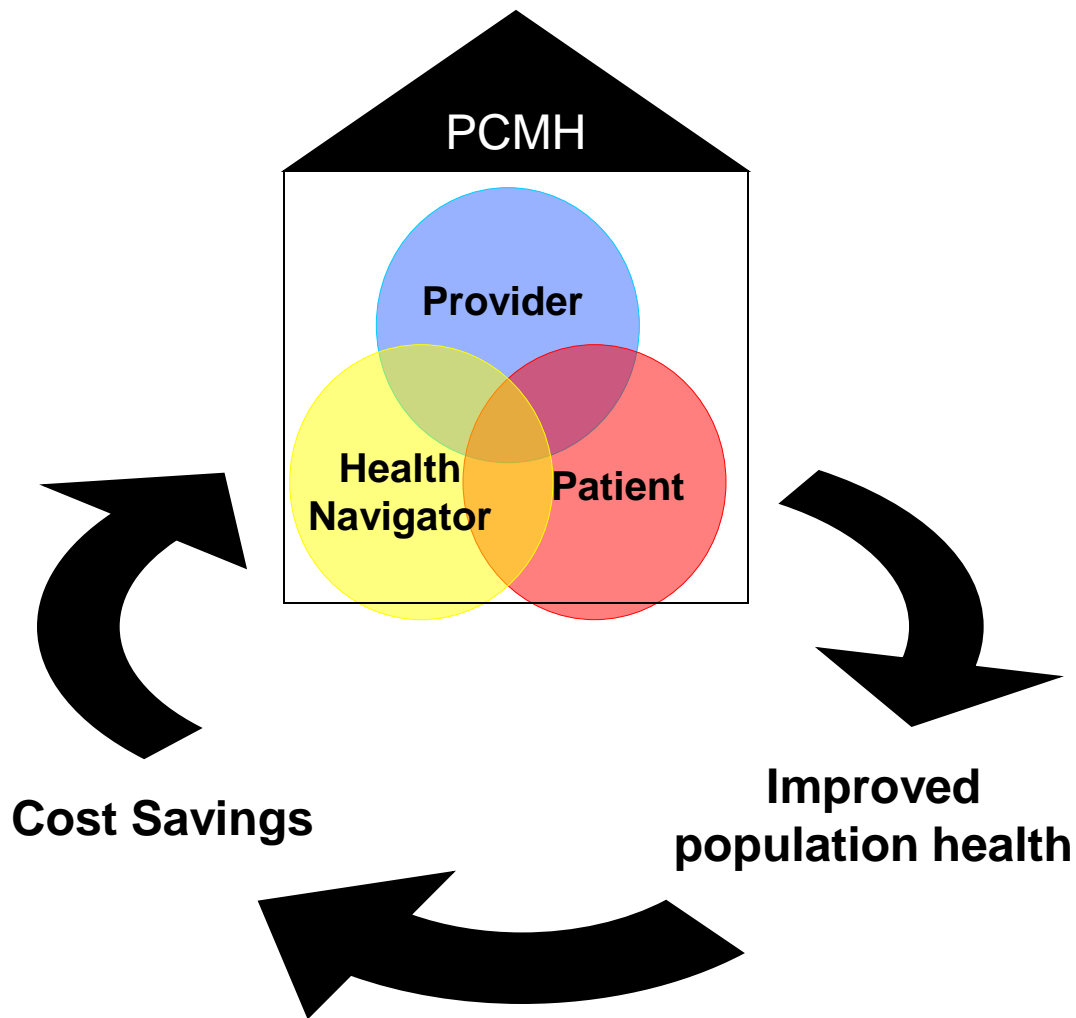
- Demonstrate effectiveness
- Distinguish ourselves as high performing
- Required reporting to capture revenue sources

Internally Focused

- Focus interventions based on need (examples: risk assessment, predictive modeling, registry functions,...)
- Inform continuous improvement processes
- Guide planned care (recalls & reminders, EB guidelines)
- Strategic Planning to meet the needs of the community

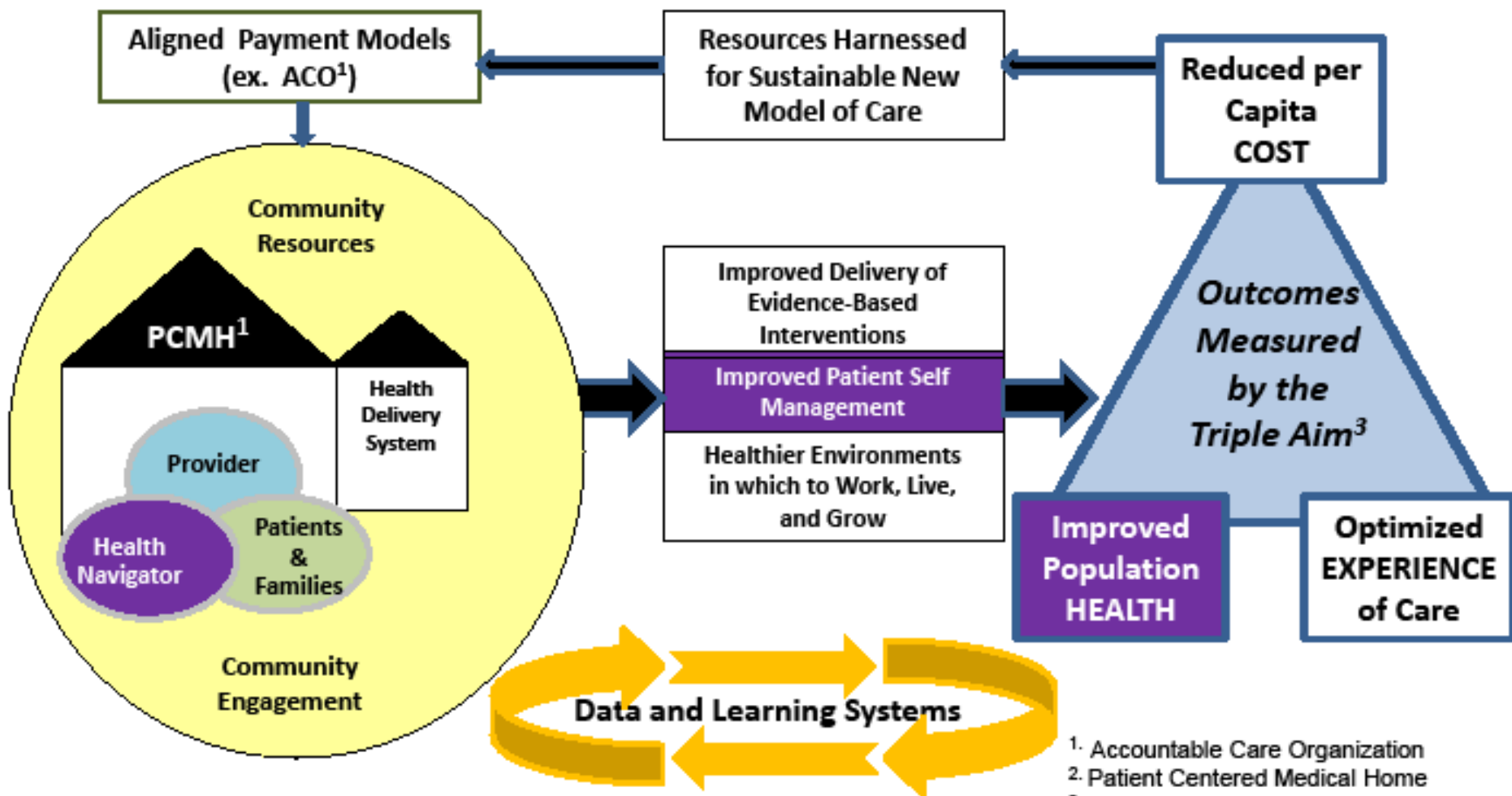
Genesys HealthWorks:

Building relationships that make a difference



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Opportunities to Plan, Fund, and Integrate

- Invest in Health & Primary Care – Invest in proven, evidence-based interventions, including primary care, self- management support, and community initiatives, to control costs and improve health.
- Provide access to all – Serve the most vulnerable to decrease cost impact on society as a whole.
- Capture Savings – Payment structures must allow for savings to be captured and reinvested in prevention, primary care infrastructure, and communities.
- Align reimbursements to promote health – Invest at the community level to support transformation and guide decision making to create accountability for health outcomes.

Additional Information

www.genesyshealthworks.org

<http://www.commonwealthfund.org/Content/Publications/Case-Studies/2010/Jul/Genesys-HealthWorks.aspx>

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