

Acute Care Episode (ACE) Demonstration



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Baptist Health System Background

- 5 Hospital System in San Antonio, Texas
- 1800 licensed beds
- 2600 physicians on medical staff
- Selected for ACE Demonstration in Jan 2009
- June 1, 2009 ACE Go-Live

Why did Baptist Health System participate in ACE?

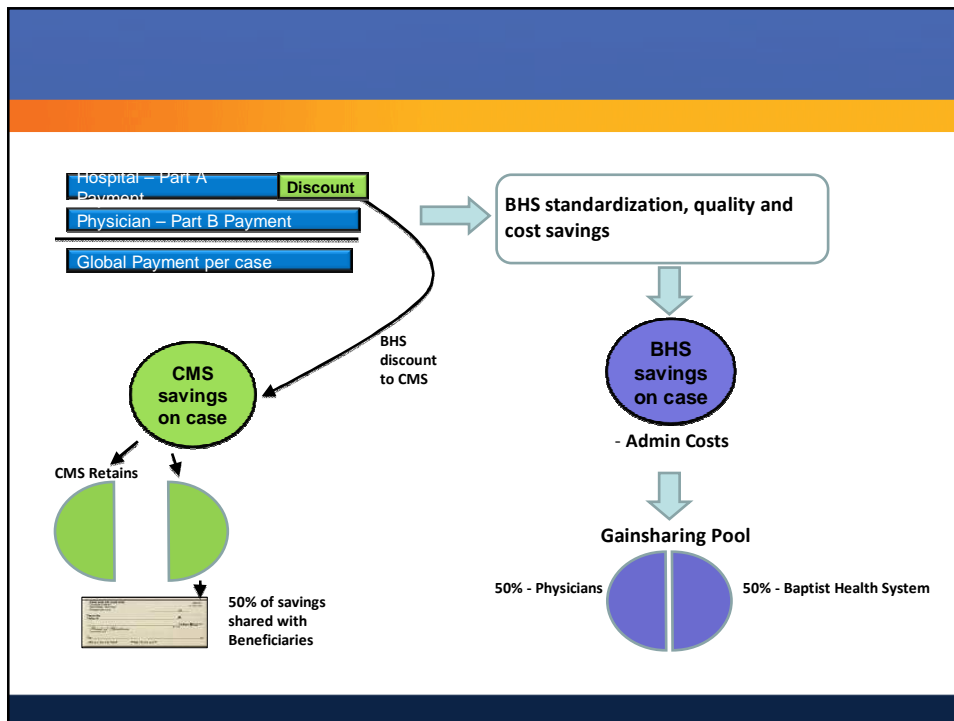
- Competitive advantage
- Reach quality goals
- Infrastructure in place
- Fragmented physician staff
- Position for future of health care

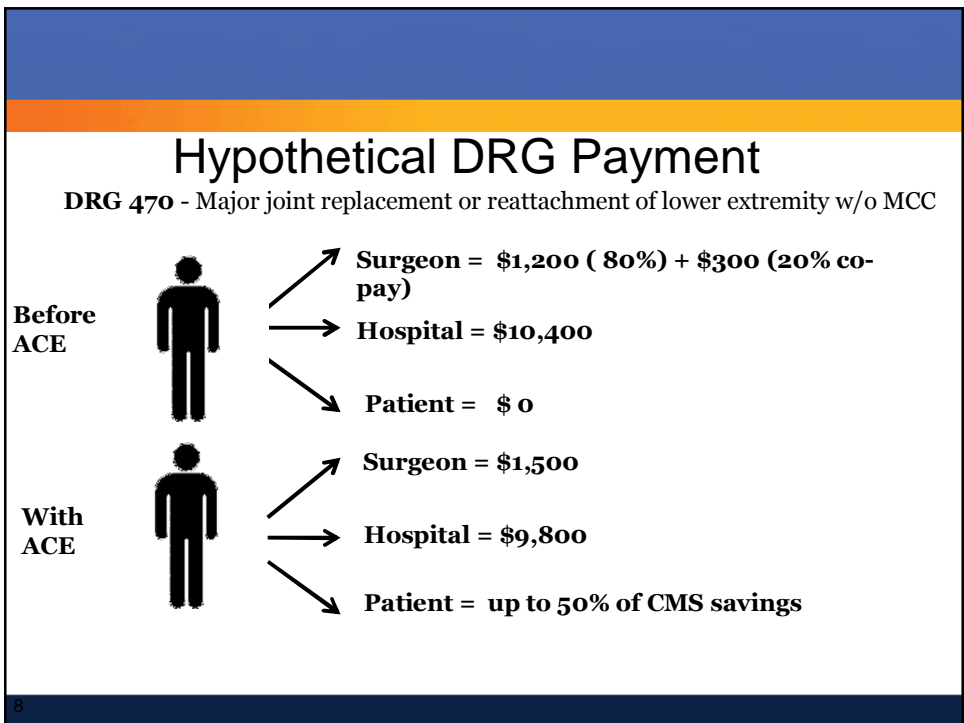
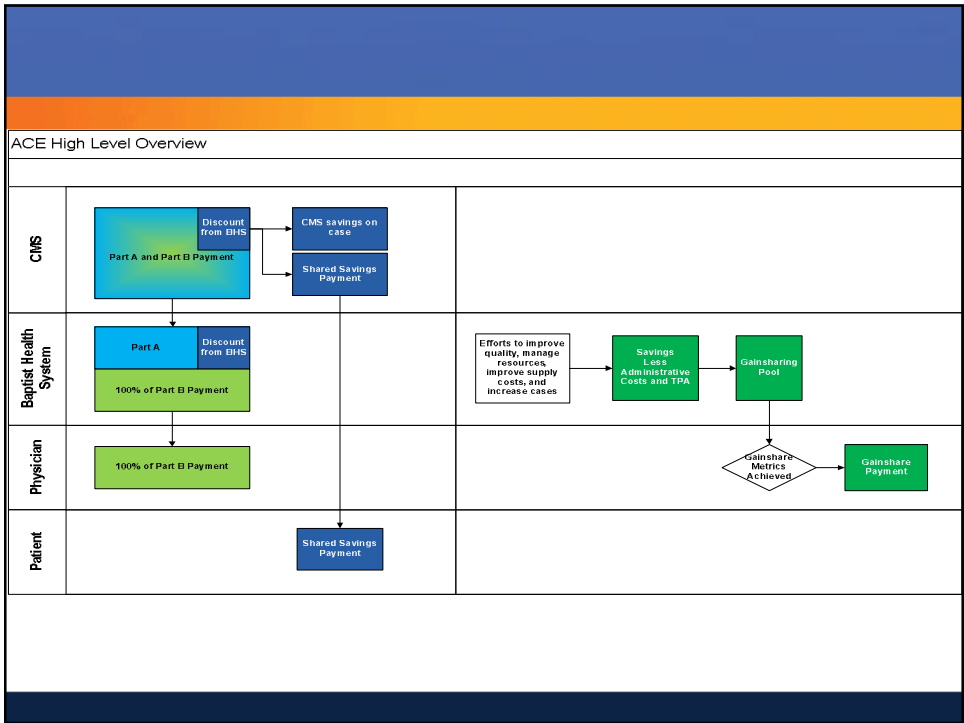
Baptist Health System ACE framework

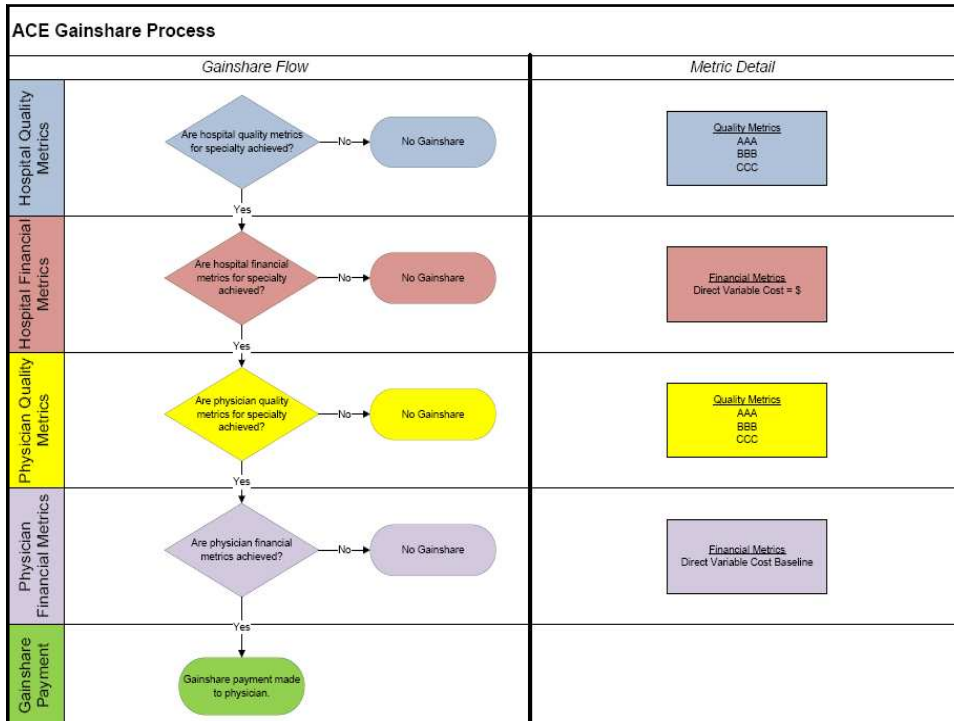
- Physician Integration
 - Established new PHO: Physicians' Alliance for ACE (PAACE)
 - Created physician standardization committees
 - Contracted with a third party administrator for physician payment
 - Physicians paid at 100% CPT
- Gainshare
 - Decision to pay gainshare monthly based on meeting criteria
 - Up to 25% of Part B allowable
 - Collaborative and individual incentive

Baptist Health System ACE framework

- ❑ Centered on Quality
 - ❑ Integration of RN patient navigators
 - ❑ Quality metrics for gainshare
- ❑ Vendor Negotiations
 - ❑ Consolidation
 - ❑ Pricing concessions







Quality Measures for Gainshare

- A total of 22 quality metrics are tracked for orthopedic and cardiac services and are submitted quarterly to CMS.
- A subset of these metrics are used as criteria for gainshare.

Orthopedic Metrics

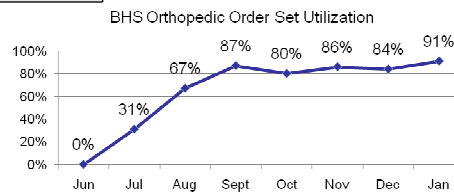
HIP & KNEE MEASURES	
1*	Antibiotic received within 1 hour of surgical incision
2*	Antibiotic selection for surgical patients
3*	Discontinuation of antibiotics within 24 hours after surgery end time
4*	Appropriate VTE prophylaxis within 24 hours prior to surgery to 24 hours after surgery end time
5*	Smoking cessation ordered

Quality Improvements

	SCIP 1	SCIP 2	SCIP 3	VTE ordered	Smoking Cessation Ordered
Jun	100%	93%	92%	99%	33%
Jul	100%	100%	98%	93%	50%
Aug	100%	100%	100%	97%	0%
Sept	100%	100%	96%	100%	83%
Oct	100%	98%	96%	99%	100%
Nov	98%	100%	100%	100%	60%
Dec	100%	100%	100%	100%	100%
Jan	98%	100%	98%	100%	67%

Improvement in orthopedics from 91% overall score in Spring of 2009 to an overall score of 99% in November.

Order set utilization has continued to increase the first six months of the demonstration.



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Baptist Health System Experience to Date

- Patient Impact
 - Distribution of Shared Savings Payment checks by CMS on Aug 20, 2009
 - 9 payments to date, over 696 patients have received \$ 272.1K
 - Patient Satisfaction
- Physician Impact
 - Over 90% of physicians meeting gainshare criteria
 - Physician Satisfaction
 - Creation of standardized order sets by physician committees
 - Physician Alignment, Leadership and Ownership
 - Medical staff support for ACE gaining momentum
 - Increased interest from non-participating physicians
 - Shift towards evidence-based practice
 - Transparency is improving physician collaboration

Baptist Health System Experience to Date

- ❑ System Impact
 - ❑ Quality at or approaching 100% for all metrics
 - ❑ Greater physician focus on quality measures
 - ❑ Renegotiated implant vendor contracts generating supply savings
 - ❑ Process standardization for pre-admission testing and screening
 - ❑ Integration of patient navigators at all BHS facilities to educate, communicate and manage ACE patients, families and physicians
 - ❑ Inquiries from managed care organizations about bundled pricing
 - ❑ Marketing efforts continue to reach out to primary care physicians

Baptist Health System Keys to Success

- ❑ Transparency and collaboration
- ❑ Identifying physician champions
- ❑ Demonstrate quality outcomes
- ❑ Improved care processes
- ❑ Product standardization
- ❑ Consumer Awareness/Marketing
- ❑ Smoothing of reimbursement process

Excerpt from the Stimulus Package:

“An estimated \$17.8 billion could be saved through 2019 by moving the hospital industry toward packaged—or bundled—payments, according to the plan.”

Modern Healthcare Journal, February 26, 2009