

Home Health Value-Based Purchasing: Lessons learned and strategies to improve patient outcomes



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# A few notes before we begin...

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Software and services for realizing care's potential Home Health | Hospice | Palliative Care | Personal Care

# About the presenters



### **Yancey McManus** Senior Director, Solutions Management WellSky



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# Learning objectives

- Explain the concept of whole person care and why this is not an option but a necessity to meet quality expectations of home health care in the future
- Describe the three key success factors of whole person care: a patient-centered focus, a dynamic risk-based approach and an iterative learning model
- Discuss the process of root cause analysis, within the context of HHVBP





# Agenda

- HHVBP 2023 recap
- Looking forward to 2025
- Whole person care

# CMS Home Health Value-Based Purchasing: Reflections on 2023

# Measures & Weights (current through CY2024)

Source	Quality Measure	All Measures	No HHCAHPS	No Claims	No Claims or HHCAHPS
OASIS-based	Dyspnea	5.83%	8.33%	8.98%	16.67%
	Discharged to Community	5.83%	8.33%	8.98%	16.67%
	Management of Oral Medications	5.83%	8.33%	8.98%	16.67%
	Total Normalized Composite Change in Mobility	8.75%	12.50%	13.46%	25.00%
	Total Normalized Composite Change in Self-Care	8.75%	12.50%	13.46%	25.00%
	Total %	35%	50%	54%	100%
Claims-based	Acute Care Hospitalization	26.25%	37.50%	0.00%	0.00%
	Emergency Department Use without Hospitalization	8.75%	12.50%	0.00%	0.00%
	Total %	35%	50%	0%	0%
HHCAHPS	Professional Care	6.00%	0.00%	9.23%	0.00%
Survey-based	Communication	6.00%	0.00%	9.23%	0.00%
	Team Discussion	6.00%	0.00%	9.23%	0.00%
	Overall Rating	6.00%	0.00%	9.23%	0.00%
	Willingness to Recommend	6.00%	0.00%	9.23%	0.00%
	Total %	30%	0%	46%	0%

Measures

# **Total Performance Score** example

	HHA Baseline Year (2022)	Model Baselir	ne Year (2022)					
Quality Measure	Improvement Threshold	Achievement Threshold	Benchmark	Weight%	Agency Performance Year	Achievement Score	Improvement Score	Weighted Care Points
OASIS Measures								
TNC Self-Care	2.016	2.096	2.693	8.75%	2.435	5.678	5.570	4.969
TNC Mobiliity	0.875	0.734	0.995	8.75%	0.867	5.096	0.000	4.459
Oral Medications	92.1%	80.3%	97.7%	5.83%	91.3%	6.318	0.000	3.683
Dyspnea	85.3%	85.7%	98.3%	5.83%	89.2%	2.795	2.709	1.630
Discharge to Community	79.8%	72.7%	84.4%	5.83%	81.6%	7.605	3.564	4.434
Claims Measures								
60-Day Hopitalization	15.5%	13.8%	7.7%	26.25%	15.2%	0.000	0.338	0.887
60-Day ED Use	11.4%	11.6%	4.6%	8.75%	9.3%	3.347	2.822	2.929
HHCAHPS Measures								
Care of Patients	88.0%	89.0%	94.4%	6.00%	88.0%	0.000	0.000	0.000
Communication	88.0%	86.4%	93.0%	6.00%	88.0%	2.460	0.000	1.476
Specific Care Issues	74.0%	81.8%	91.1%	6.00%	74.0%	0.000	0.000	0.000
Willing to Recommend	81.0%	79.7%	90.8%	6.00%	81.0%	1.158	0.000	0.695
Overall Rating	88.0%	85.6%	94.2%	6.00%	88.0%	2.768	0.000	1.661
Total Performance Score	]							26.822

Scoring

# Significant challenges for agencies

- Patients have higher acuity and comorbidity levels
- Variable Patient Activation level
- Rural areas and access to clinical resources
- Clinician shortage
- Health-related social needs are impacting outcomes

# Successful strategies for agencies

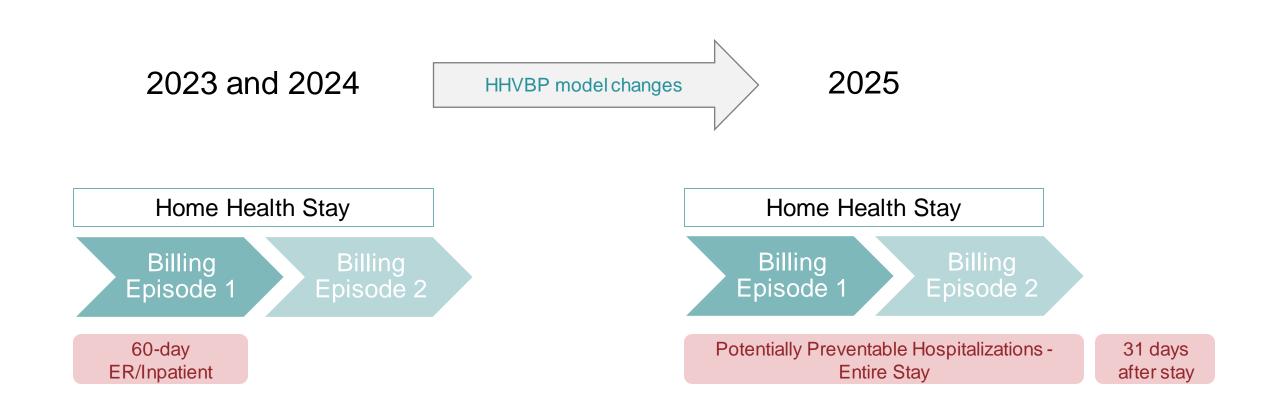
- Bringing the entire agency team into achieving quality
- Check-in calls for high hospitalization risk patients
- Integrating telehealth visits within care plans
- Integrating and leveraging predictive analytics throughout the home health stay
- Advanced care planning aligned with patient goal and prognostic status
- Level-setting clinical-practice knowledge through focused education of the IDT
- Educating teams on customer service and rewarding clinicians for delivering an excellent patient experience
- Small group training

# CMS Home Health Value-Based Purchasing: 2025 shift

# Measures & weights (Beginning CY 2025)

Source	Quality measure	All measures	No HHCAHPS
OASIS-based	Dyspnea	6.00%	8.571%
	Management of Oral Medications	9.00%	12.857%
	DC Function	20.00%	28.571%
	Total %	35%	50%
Claims-based	DTC-PAC	9.00%	12.857%
	Home Health Within Stay Potentially Preventable Hospitalization (PPH)	26.00%	37.143%
	Total %	35%	50%
HHCAHPS survey-	Professional Care	6.00%	0%
based	Communication	6.00%	0%
	Team Discussion	6.00%	0%
	Overall Rating	6.00%	0%
	Willingness to Recommend	6.00%	0%
	Total %	30%	0%

# Hospitalization accountability time shift



# Meet Susan



70-year-old widow with 4 grandchildren and a small dog named Chloe

### Socioeconomic factors

Susan lives alone in a food desert and unfortunately does not have local family support.

### Goals and priorities

Stay home - stop revolving door ER visits

### **Clinical assessment**

Susan has co-morbid, chronic disease: CHF, NIDDM, DJD. She has experienced multiple ER visits due to exacerbation of her CHF, with occasional associated rehospitalization. She is tired and knows she isn't getting better.

### Health behaviors

Susan used to smoke, quit 25 years ago. She sometimes skips her evening diuretic. Otherwise, no atrisk health behaviors.

### Physical environment

Small, tidy, apartment within an increasingly high-risk neighborhood.

### Health care

Over the next year, she will need home health therapy, skilled nursing services, palliative and hospice care.

# Reframing whole person care: Home Health

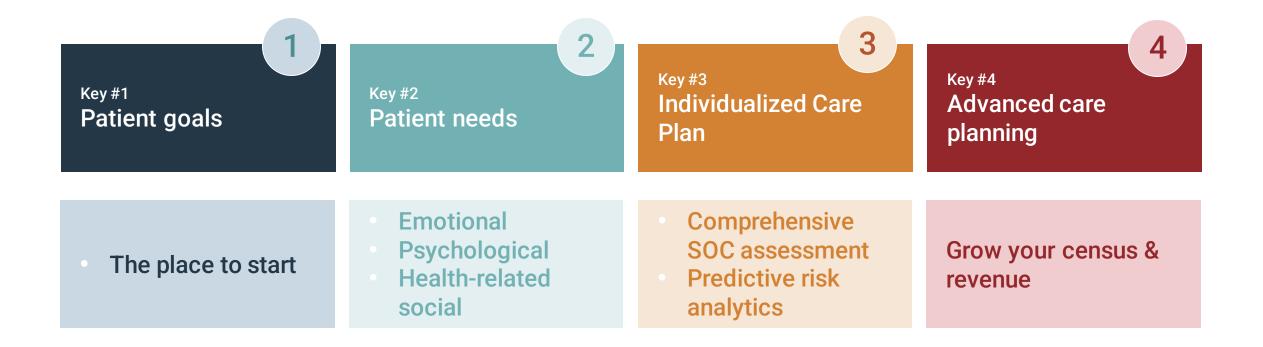
# Whole person care

Patient-centered focus

- Dynamic risk-based approach
- Iterative learning model



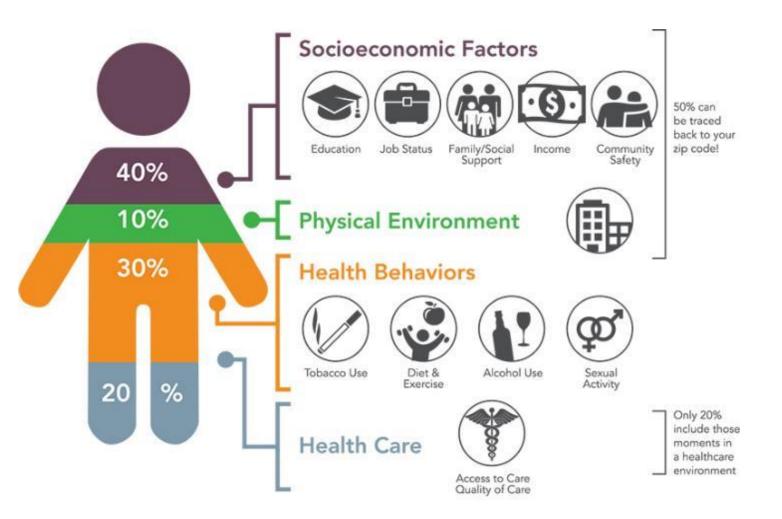
# Keys to patient-centered focus



# Health-related social needs

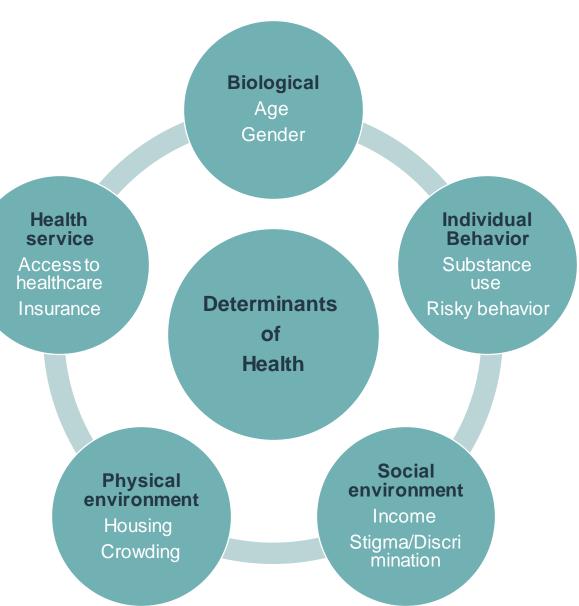
The social determinants of health are the **conditions in which** people are born, grow, live, work and age. These circumstances are shaped by the distribution of money, power, and resources at global, national, and local levels. The social determinants of health are mostly responsible for health inequities - the unfair and avoidable differences in health status seen within and between countries.

http://www.who.int/social\_determinants/sdh\_definition/en/



# Trends: Human services as preventative

- Creating clinical strategies to identify health related social needs will drive better health outcomes
- Integration of care and sharing of data are essential components of managing determinants of health.
- Ignoring any pillar can lead to diminished outcomes
- Requires building in a common set of data around determinants of health upon which advanced business intelligence and predictive analytics can be based



# **Build patient activation and engagement**

Activation essentials

## Friendly and professional

- Utilize Motivational Interviewing
- Empower each patient in their care
- Be cognizant of how the patient will feel about each interaction especially the first
- Build patients' self-efficacy

Set the tone for the entire patient experience

Engage your patient in a friendly, confident, and professional way

- Start conversations guiding patient self-assessment of status
- Smile. How you interact with the patient is as important as what you do with the patient.
- A patient may not remember what you did, but they will remember how you made them feel
- Review **patient centered goal** tie in how work to be done in the visit supports what matters most to them

Motivational Interviewing – integrating patient-centered goal and O.A.R.S :

- Open-ended questions
- Affirmations
- Reflective Listening
- Summarize

(Integrated teach-back methodology)

### Empowerment

• Emphasize the patient's central role in his/ her care

Promoting Self Efficacy

• The belief a patient has in his/her ability to take control of his/her health

# Meeting a continuum of clinical need in home health

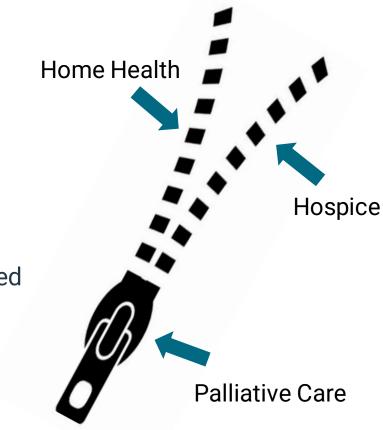
- Often a "gap" between home health, palliative care, and hospice
  - o Too often identified on admit to hospital while in HH, and DC to hospice
- Silos reinforced by disparity in regulatory language
- Home health, mind-set: often a curative focus
  - Given outcome pressure, clinician cultural perception can become "we have to get you better"
- Where we miss it?
  - We may not understand/integrate progression of disease
  - Death is a "progress to goal" how do we help upstream journey when indicated?
- Palliative care services can provide an umbrella of support within the care continuum – helping to navigate upstream gaps in the journey
- The goal is peaceful death transitions are imperative!
  - This is not a failure



# "Ownership" of the patient

## SILOS - they deepen when the patient is 'mine'

- **My patient isn't ready"** ....doesn't want hospice, a new team, different people in their home, etc.
- Person-centered care cannot transition unless you see patient-centered continuum of advancing need
- Important to break the cycle of 'my patient' and shift to organization's/continuum's patient
- Think of the continuum as a ZIPPER
- Enhance team member knowledge:
  - Increase awareness of each other's practice framed within progression of need (HH, personal care, palliative care, hospice)
  - Increase training on advance care planning and having the end-of life-conversation



# Let's look again at Susan



70-year-old widow with 4 grandchildren and a small dog named Chloe

## Socioeconomic factors

Susan lives alone in a food desert and unfortunately does not have local family support.

Goals and priorities

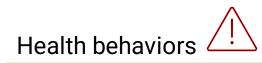
Stay home - stop revolving door ER visits

### **Physical environment**

Small, tidy, apartment within an increasingly high-risk neighborhood.

### **Clinical assessment**

Susan has co-morbid, chronic disease: CHF, NIDDM, DJD. She has experienced multiple ER visits due to exacerbation of her CHF, with occasional associated rehospitalization. She is tired and knows she isn't getting better.



Susan used to smoke, quit 25 years ago. She does love sodium-rich foods. She sometimes skips her evening diuretic.

### Health care

Over the next year, she will need home health therapy, skilled nursing services, palliative and hospice care.

# Dynamic risk-based approach

- Daily Huddle
- Every Visit Preparation
- 1:1 Manager and Clinician
- Small Team Case Conference by exception

# Susan starts Home Health

Fundamental shift from discontinuous check-in to dynamic risk monitoring and patient engagement Saturday: Pt's dtr calls 911, found mom on floor – hospitalized with CHF exacerbation and fall

Thursday QA /POC complete – 2X week to scheduling.

Friday: Increased dyspnea, poor sleep, never wants to 'bother anyone'

> Thursday: BP starts to rise, edema as well as hemodynamics change

Wed: Managing own diet cannot wait to 'hit the pickle juice' Sunday: hospital DC- Shift from controlled to uncontrolled setting

> Monday: Admission- ask questions for functional assessment- CHF controlled

Tuesday: Patient really craving good night sleep – starts to skip evening diuretic

Wed 11 am: Late documentation – partial submit, QAPI/Codingheavy-cascade of correction



START HERE: 87 y.o. with advancing Heart Failure

recently hospitalized 4 days ago with CHF

exacerbation

# **Empowering IDT responsibilities**

- Mandatory IDT Deep Dive: stacking skills, iterative education, method and discipline, cadence monthly
- **IDT SBARG Care Coordination**: ~1 week prior to 30-day period end, or recertification:
  - Active IDT summarize SBARG:
    - Current situation, background, assessment, recommendations supported by goal progression.
    - Summary supports decision to continue with care plan, providing evidence for payment rationale in the clinical record
  - QAPI to monitor IDT SBARG documentation adherence
- Identify complex patients: When identified in daily team huddle, call out any complicated patients with the need for a 'mini case conf' (virtual) with patient's active IDT and manager

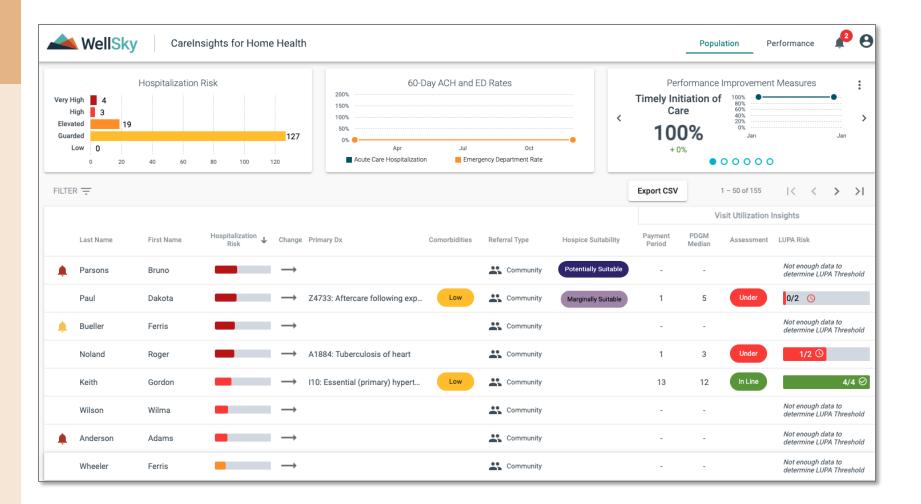


# Daily huddle

## Team huddle essentials

## Risk-focused and data-Informed

- Identify patients with high and/or rising risk, service need
- Prioritize scheduling of aligned resources
- Re-align discipline need to best coordinated care
- Review new admits from day before, reinforce riskaligned initial care plan
- Confirm discharges/recertifications
- Identify complex patients requiring SBARG





# Every visit preparation with "Take 5 in the drive"

# Visit preparation essentials

## Virtual and data-informed

- Review predictive analytics
- Hospice suitability
- ACH risk
- Current orders
- Last visit team notes
- Patient goal

Help frame observations within light of predictive and social risks

#### Supports agile care delivery and empowers clinicians to deliver the best care

,	on (11989)	w: Nursing							
				01/01/202	4 - 02/29/2024			Gordon Keith	
	January 2024	2024 February 2024				Primary DX: Essential (primary) hypertension			
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					20 20			Al Risk Alerts 2	
	Frequency Dates		Frequency Desc	cription	Alert Tir	ne Frame	Alert	High Hospitalization Risk	
	01-25-2024 - 02-29-20	)24 2	2 visits a week for	6 weeks	02-04-2024	- 02-10-2024	Overs	High Hospitalization for Cardiac	
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29



# Clinician 1:1 with Clinical Manager

## Clinician 1:1 essentials

## Virtual and data-informed

- Regular touch-base cadence per your scheduling realities – best in person, could be virtual
- Provides one-on-one support
  - Reinforce ability to use data to help make risk-informed decisions, tied to goal-directed care (patient and IDT)
  - Provide support, answer any questions – address need for any focused training
  - Reinforce feedback celebrating progress in impacting outcomes of care
  - Acknowledge the effort to make changes, advancing their clinical craft.

Building confidence and competence in risk and data informed care planning.

Vitals		Body Temp I 100	Blood Press 120/80	ure Pulse 54	Pain 6	Weight 165	Re	spiration: 28	s ~~	96
Patient Overview		Utilization Ins	ights	1st Payment Period	🔵 2nd Pa	yment Pe		JPA ssessm	ent	4/-
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Primary Diagnosis	Referring Physician	SN	13	5 3	5		6		Ove	
Essential (primary) hypertension	Andy Andrews	● PT	0	0 3	6		8		Und	
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# Small IDT Case Conference by exception

## Small IDT Conference essentials

### By exception and Data-Informed

- Daily huddle/triage identify need for a team case conference, involving IDT members r/t specific case
  - Virtual meeting, at discretion of manager to help align goals and care plan direction
- Regular coordination of care can be achieved via EMR communication utilizing **SBARG** reports, by discipline:
  - Tight report of Situation, salient Background, current Assessment, Recommendations and Goal progression.
  - Build reliable, robust process for payment period and episode management

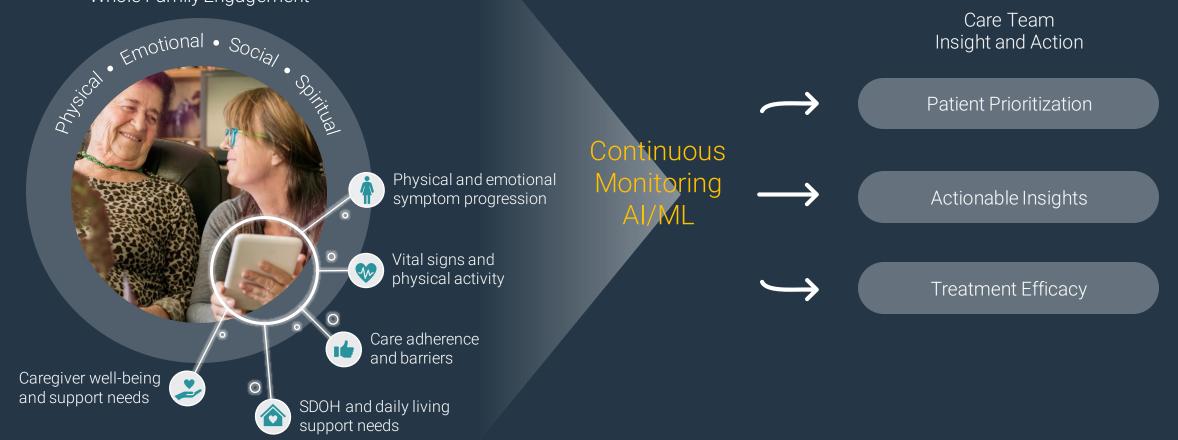
Demonstrate both regulatory compliance for coordination of care, as well as defensive documentation for claim.

## Informing SBARG, a regular rule for care coordination

pisode: Jan 01, 2	2024 - Jan 26, 2024						
Jan 26, 2024							
Jan 11, 2024  Time In: 9:00 AM The Out: 10:00 AM Andy Staggs, RN	LPN/LVN - Skilled Nursi	ing Visit					Submitted with Signatu
	,¢i>	-^	ĵ∙,	0 <sup>i</sup> O	Ŷ[-		
	Temperature	Pulse	Blood Pressure	Respirations	O2 Saturation	Pain	Weight
	100	54	120 / 80	28	N/A	6	165
Jan 9, 2024  Time In: 11:11 AM me Out: 12:12 PM	LPN/LVN - Skilled Nursi	ing Visit					Sav
	,¢P	- <u>`</u> ^	٥ <u>.</u>	0 <sup>i</sup> 0		Ø	
	Temperature	Pulse	Blood Pressure	Respirations	O2 Saturation	Pain	Weight
	101	54	120 / 80	22	N/A	6	165

# Patient & family engagement in home-based care helps us all stay and feel connected to who we serve

Whole Family Engagement





## Continuous Patient Engagement

## Continuous Engagement essentials

## Experience-improving and Data-Informed

- Check-in calls for patients within 5 days of admission and prn
- Friday afternoon calls
- Calls to discuss nutrition and changes in health-related social needs

Prioritize the highest risk patients



## Technology can enable:

- Daily care reminders
- Automated check-ins to share her symptoms
- Personalized education
- Updates for family to stay connected to care

# With no impact to your team's workload

## Remote Patient Monitoring: Increasing our "presence" while improving outcomes

Most Common Diagnosis Groups	% HH Readmitted 30 Days <sup>1</sup>	% of Medicare HH Patients <sup>1</sup>
Kidney & Urinary Tract Diagnoses	14.9%	1.2%
Renal Failure	19.6%	1.1%
Heart Failure	21.0%	4.6%
COPD	19.5%	0.9%
Respiratory Infection	15.3%	5.9%

1. Home Health Chartbook. KNG Health. (2022).

- 2. Can telemonitoring reduce hospitalization and cost of care? A health plan's experience in managing patients with heart failure. Pop Health Management. (2014)
- 3. https://www.jacc.org/doi/10.1016/i.jchf.2023.02.018#:~:text=Heart%20failure%20(HF)%20affects%20 an.the%20course%20of%20their%20disease.

### Example: Heart Failure Readmissions with RPM

Providers proven to drop **CHF readmission < 50%**<sup>2</sup>

Estimated HH TAM:

- \$13,500 savings per heart failure admission (source: AHA), multiplied by
- per year = 6,850 admissions prevented
- **\$92+ million annual savings** opportunity for CHF in HH (Medicare FFS only)

### Heart Failure ED Visits reduced 25% with RPM

- \$2,500 savings per heart failure ED Visit
- ED usage rate: 13% reduced to 9.75%
- per year = 2,200 ED visits prevented
- \$5.5M annual savings for CHF in HH (Medicare FFS only)

## Total savings ~ \$100M/yr for CHF HH Cohort

## Home Health Outcomes

## CareInsights Users Achieve Performance Improvement and Differentiation Care performance improved, even with increased patient acuity and decreased visit utilization

## Improvement: Average Results, 12-Months Before vs. 12-Months After CareInsights Activation

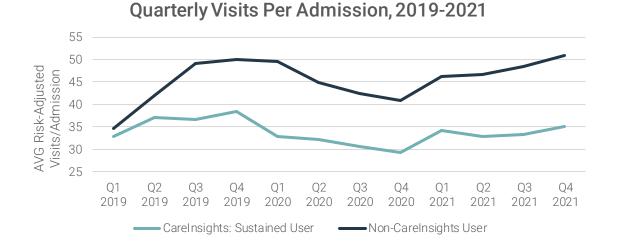
Client Segment	60-Day ACH Rate	Visits/Admission
All agencies using CareInsights	▼12%	▼8%

# <u>Differentiation</u>: Average Results, CareInsights Users vs. Non-Users, 2019-2021

Client Segment	60-Day ACH Rate	Visits/Admission
Agencies with 1,000+ Medicare admissions per year	▼12% than non-users	<b>▼32%</b> than non-users
Top 100 agencies using WellSky Insights*	▼26% than non-users	▼45% than non-users

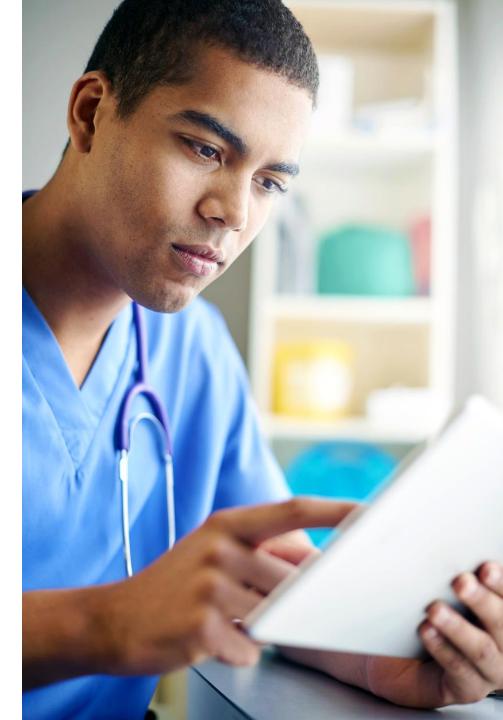


#### Quarterly 60-Day ACH Rates, 2019-2021



# **Iterative Learning Model**

- Learning Model Architecture
- Root Cause Analysis
- Monthly IDT Deep Dive





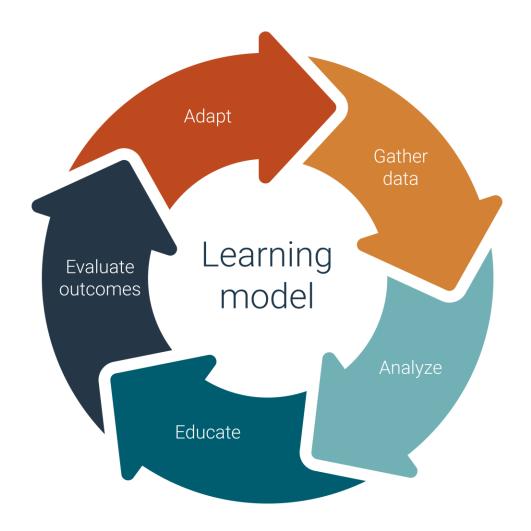
## **Iterative Learning Architecture**

#### Learning Model essentials

#### Iterative and Data-Informed

- Cadence of gathering relevant data
- Clinician performance and coaching
- Comprehensive education including clinical, process and customer service
- All-agency participation
- Root Cause Analysis applied intentionally
- Small group training
- Monthly IDT meeting

Culture of continuous learning and improvement

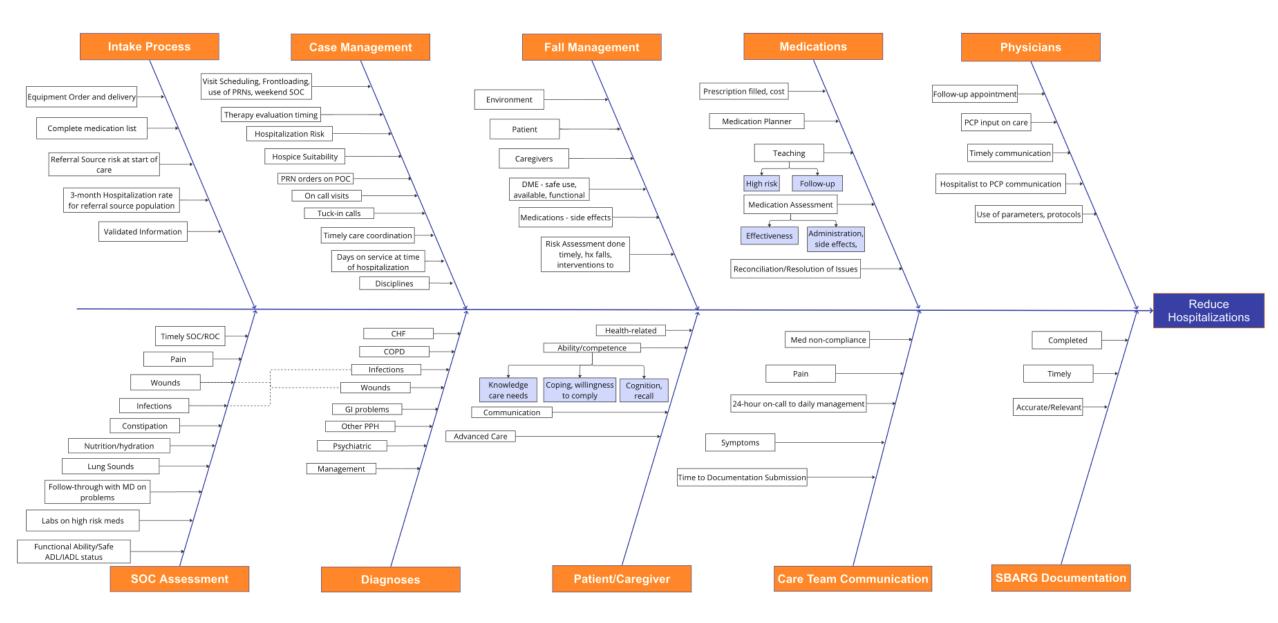


## **Root Cause Analysis**

- As defined by CMS: Structured facilitated team process to identify root causes of an event that resulted in an undesired outcome and develop corrective actions.
- This comprehensive process provides agencies with a way to identify breakdowns in processes and systems that could be eliminated for the future.
- Goal: Find out what happened, why it happened, and determine what changes need to be made.
- CMS resource:

https://www.cms.gov/medicare/provider-enrollment-and-certification/qapi/downloads/guidanceforrca.pdf







### Monthly IDT Deep Dive

#### Monthly IDT meeting

#### Leadership Led and Data-Informed

- Data-informed IDT case presentation/team learning
- PIP-aligned education; risk and goal focused best practice
- Reinforce discipline-specific value of IDT collaboration
- Actively involve team in collective QAPI and PIPs

Bring PIPs to life through examples of the care of known patients

- Culture that values excellence and is willing to shift gears to achieve it
- Lose wasted effort and time focus on what is needed
- Convey the value of each clinician and the collaborative IDT, including the integrated use of machine-learned data, predicated on excellence in assessment skill and accurate data capture
- Dig deeper into the diagnosis piece, build better understanding in how to focus education to meet continuum-based-need (disease cascade)
- What is your risk strategy for patients?
  - What should be looked at in the five mins per day?
  - How do specific team members use alerts in analytics to support their goals?
  - Does this align with your general QAPI strategy?
- Evaluate the data tools you are using to drive your actions/performance today

## Example: IDT deep dive

1x month education strategy serves PIP of lowering ACH: trend found with CHF and HRSN risk

Team review heart failure progression, impact/interventions for HRSN and focus on prognostication, combined with Susan's goal of "just wanting to stay home and be comfortable"

Set the stage for expectations of performance, provide tools to meet the expectations

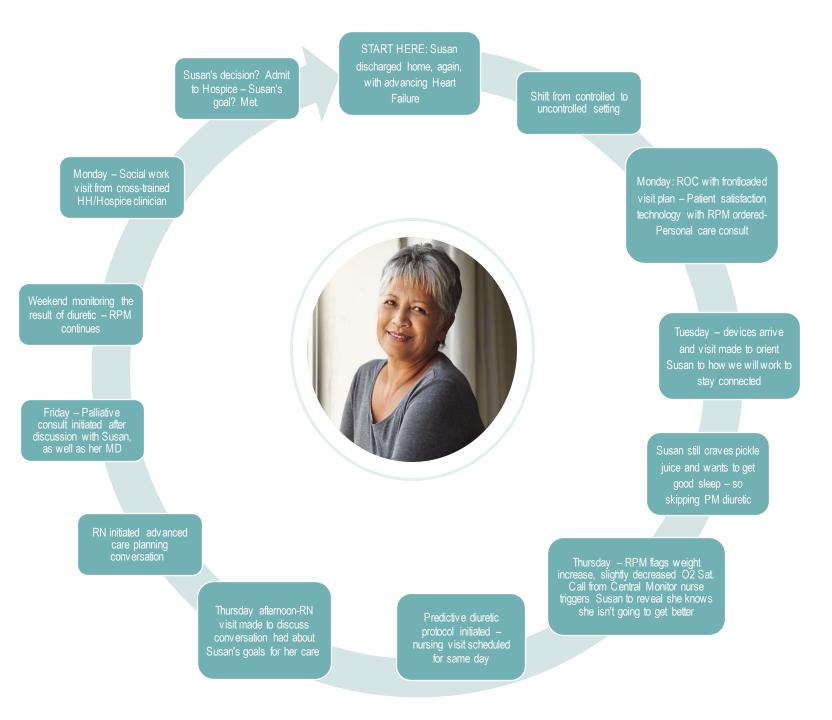
Susan's care planning - integrates

- Front loaded visits
- Predictive analytics
- OT for cardiac/pulmonary sparing on ADL/IADL
- Consider HH Aide front loaded to reinforce OT concepts in ADLs taper down
- Social Services, potential collaboration with programs supporting personal care
- RPM and Patient Satisfaction technology, building increased connectivity & risk management
- Predictive diuretic protocol embedded into care plan anticipate the ER visit...prevent it
- Advance care planning and palliative consult
- Stack skills/level-set efficient and effective approach to care building engagement
- Achieve high value outcomes for higher acuity patients

## Susan's journey



SHIFT to whole person care along continuum of need



## A framework for Whole Person Care

#### Within home health care

Patient-centered focus	Dynamic risk-based approach	Iterative learning model
<ul> <li>Patient activation and engagement</li> <li>Patient Goals</li> <li>Patient Needs</li> <li>Individualized Care Plan</li> <li>Advanced Care Planning</li> </ul>	<ul> <li>Daily Huddle</li> <li>Every Visit Preparation</li> <li>1:1 Manager and Clinician</li> <li>Small Team Case Conference, by exception</li> </ul>	<ul> <li>Learning Model Architecture</li> <li>Root Cause Analysis</li> <li>Monthly IDT Deep Dive</li> </ul>

Analytics enablement

Leadership leaning into innovation

# Thank you!

## **Questions?**



# WellSky<sup>®</sup> is your trusted HHVBP partner

Learn how WellSky solutions and services can help you reduce hospitalizations, improve patient satisfaction, and demonstrate performance.





**Use your data to its fullest potential** with WellSky Insights solutions for home-based care

- Deliver smarter care
- Accelerate growth
- Engage and manage staff



#### WellSky CareInsights | WellSky Value-Based Insights | WellSky TeamInsights



## WellSky CareInsights helps providers **improve patient outcomes** through **fewer**, **more efficient visits**.

A recent study found that top users of WellSky CareInsights for Home Health experience:

- 26% lower 60-day acute care hospitalization rates\*
- 45% lower visits per admission\*

\*Compared to non-users

## WellSky Advisory & Outsourced Services

Insights | Expertise | Results



Services to help ensure your success in Value-Based Purchasing



# Set up a client review meeting with your WellSky representative!



## Your feedback is important to us.





## WellSky solutions overview:

WellSky CareInsights WellSky Value-Based Insights

## Handouts

## A framework for Whole Person Care

#### Within home health care

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Analytics Enablement

Leadership leaning into innovation

## Build concrete method and discipline for strategic data use

#### Establish an iterative cadence of relevant data use

- Clinical manager and team: Virtual daily triage, data and risk informed (hospitalization and hospice suitability/aligned utilization)
- Clinician: Every visit check of dynamic, predictive risk, patient goal, orders
- Clinical manager and QAPI, 1x mo. deep dive, skill stacking, data & risk informed IDT
- Level-set skills to manage today's patient acuity and keep patients home

#### Build competence and confidence to increase clinician engagement

High engagement yields retention, which helps your agency grow ... for all the right reasons

