UH Rainbow Center for Women & Children
Striving toward a Culture of Population Health

Population Health Summit III
Patti DePompei, MSN, RN
President, UH Rainbow Babies & Children’s Hospital
and UH MacDonald Women’s Hospital
New York City
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University Hospitals Health System, Inc.

• Non-profit medical center founded in Cleveland in 1866; became an academic medical center in 1895
• UH now includes 18 hospitals and 40 ambulatory centers serving Northeast Ohio
• UH cares for nearly 1,000,000 unique patients annually
• UH trains more than 1,000 residents and fellows annually
• For 2014-2015, US News & World Report ranked UH Case Medical Center in all 12 specialties for the third year in a row
UH Rainbow Babies & Children’s Hospital

- Non-profit 244-bed children’s hospital founded in 1887
- 10,000 annual inpatient discharges
- 700,000 annual ambulatory encounters
- Primary pediatric academic affiliate of Case Western Reserve University
- Department of Pediatrics ranks 3rd in NIH funding in medical school-based departments
- 83 Pediatric Residents and 75 Pediatric Fellowships
- Consistently ranked among the top children’s hospitals by US News and World Report
Greater University Circle
The Link Between Socioeconomic Status and Health

- One of the poorest neighborhoods in the nation, with persistent poverty
- Median household income of $18,500
- 24% Unemployment
- Infant Mortality
  - Ohio 6.4/1000 (Caucasian)
  - Ohio 14/1000 (African-American)
  - Cuyahoga County 8.7/1000
  - University Circle 18.6/1000

2012 Data
The Cleveland Foundation
UH Anchor Mission and Strategy

- Vision 2010 Principles: Hire Local, Buy Local, Live Local
  - Invest in our communities
    - Used our buy and spend locally
      - 5,200 jobs
      - $500 million in salaries
  - Revitalize our neighborhoods
  - Create jobs and develop skills
  - Design and develop multi-institution, city and regional partnerships
Evolution of the Anchor Strategy

- **Rainbow Care Connection:** Pediatric ACO serving 200,000 children

  University Hospitals was one of a select group of recipients for a Health Care Innovation Award, Round 1*

  - $12.7 million over 3 years
  - Funding began July 1, 2012
  - Service delivery began January 1, 2013

  Align system-wide pediatric primary care providers

  - With shared quality improvement metrics
  - Resulting in demonstrated improved outcomes and
  - Cost savings
Pediatric ACO Programs

UH Rainbow Care Connection

Structural Programs
1. Physician Network
2. Shared Savings
3. Population Health and Care Gap Analysis

Clinical Programs
4. Practice-Tailored Facilitation
5. Children with Complex Chronic Conditions
6. Integrated Behavioral Health Services
7. ED Avoidance
8. Outreach
9. Hospital Readmission

Physician Extension Team
Quality Metrics

<table>
<thead>
<tr>
<th>Year One</th>
<th>Year Two</th>
<th>Year Three</th>
<th>Year Four</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>Flouride Varnish Application</td>
<td>Well Child Care (13-18)</td>
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<td>Lead Screening</td>
<td>Pharyngitis</td>
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<td>Obesity</td>
<td>Adolescent Vaccine</td>
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<td>Asthma Management</td>
<td>ADHD</td>
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<td>Upper Respiratory Infection</td>
<td>Literacy</td>
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<td>Well Child Care (3-6)</td>
<td>Safe Sleep Habits</td>
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<td>Preferred Drug List Compliance</td>
<td>Maternal Depression</td>
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<td>Early Childhood Education</td>
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**Rainbow Care Connection**

**Selected Results through June 2015**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Current Status</th>
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<tbody>
<tr>
<td><strong>Quality and Practice Transformation</strong></td>
<td></td>
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<tr>
<td>National Quality Measures</td>
<td>15</td>
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<tr>
<td>Percent PCPs achieving 9 targets</td>
<td>↑ 94%</td>
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<tr>
<td><strong>Children with Medical Complexity</strong></td>
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<tr>
<td>Enroll</td>
<td>224</td>
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<tr>
<td>Decrease hospitalizations **</td>
<td>↓ -22%</td>
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<tr>
<td>Decrease hospital acuity *</td>
<td>↓ -15%</td>
</tr>
<tr>
<td>Decrease hospital average length of stay *</td>
<td>↓ -27%</td>
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<tr>
<td>Decrease ED visits **</td>
<td>↓ -40%</td>
</tr>
<tr>
<td><strong>Integrated Behavioral Health Services</strong></td>
<td></td>
</tr>
<tr>
<td>Enroll</td>
<td>3,756</td>
</tr>
<tr>
<td>Improve functionality scores after 6 months</td>
<td>↑ 77%</td>
</tr>
<tr>
<td>Decrease hospitalization from ED</td>
<td>↓ -31%</td>
</tr>
<tr>
<td><strong>Emergency Department Visits</strong></td>
<td></td>
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<tr>
<td>Decrease avoidable ED visits</td>
<td>Variable</td>
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</tbody>
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*UH Internal Data updated through June 2015: Non-Elective Admissions

**UH Internal Data updated through June 2015: Patients with 12 months pre-and post data
Next Phase in the Evolution of the Anchor Strategy

- UH Center for Women & Children: The power of community-centered work
Our Call to Action

Life Expectancy
Separated by 8.5 miles and 24 years

64 years (Hough)

88 years (Lyndhurst)

Cuyahoga County Board of Health
Upstream Interventions

Well Being and Function

Higher Trajectory:
Social-emotional, Physical, and Community Function

Lower Trajectory:
With Diminished Function

Prenatal Care
Prematurity
Health Leads / Social Services
Prenatal
Birth
Infancy
Early Childhood
School-age
Adolescence
Early Adult
Adult

Early Child Ed
Early Child Reading Programs
Mentoring and Job Training
Illiteracy
Lack of Role Models
Toxic Stress
Transitioning the Model of Care

Traditional health care
- Isolated from the community
- Come-to-us mentality

Community-integrated anchor institution
- Multi-sector collaboration
- Anchor that supports community well being—hire local, buy local, live local
- Integrating social, behavioral, and environmental health determinants
- Leverage opportunities for upstream intervention
UH Population Health Model

- Healthy Families
- Personal Power
- Strong Neighborhoods
• Community organization and collaboration
• Patient advisory groups
• Medical community outreach
- Team-based
- Expanded access
- Upstream risk assessment
- Multi-generational
- Care coordination
- Group care
- Multi-sector stakeholder governance
- Data integration
- Claims analysis
- Outcome measurement
- Payment reform for sustainability
University Hospitals
Cleveland | Ohio
Rainbow Babies & Children’s Hospital