

AN ACCOUNTABLE PROVIDER'S GUIDE TO CONSUMER-DRIVEN HEALTH CARE

Accountable care is transforming the provider-patient relationship. As physicians assume greater clinical and financial risk from payers, they are requesting accountability from consumers. These providers need new engagement strategies and workflows that empower consumers to make educated health choices and become partners in their own wellness. Alternatively, patients need the right support in the form of the right incentives, information and tools to make the right health care and financial choices for themselves and their families.

Lumeris has defined a distinct approach to consumer engagement that integrates proven experience—including a decade operating a value-based, virtual integrated delivery network and a 4.5 Star-rated* Medicare Advantage Prescription Drug (MAPD) plan.

Effective consumer engagement in a value-based care model successfully encourages healthy behavior changes and adherence to treatment and medication plans. With appropriate incentive arrangements between providers and payers, physicians are motivated to improve patients' access to care, help them self-manage their health conditions and provide interactive communication forums to strengthen the patient-provider relationship. Lumeris works with entire accountable care teams (providers, care managers, social workers, and administrators) to blend engagement strategies including motivational interviewing, communication with patients and family members on difficult decisions and coordination of services with specialists and the extended care team.



PERSPECTIVE FROM AN ACCOUNTABLE PROVIDER

“If I am not trusted by my patients, I become nothing more than a referral clerk—just filling out referral forms that direct my patients to a specialist for each of their problems. I want to have the difficult conversations with patients because we have a relationship that extends far deeper than a referral. I tell my patients that I like to shop for health care with them. I share information with patients and specialists, and evaluate the relative cost effectiveness of treatments and procedures. My goal is to improve the practice of medicine and enhance my patients' experience of care, which is the essence of accountability. Fortunately, I work with a payer that shares my commitment to collaboration.”

— Dr. Chuck Willey, primary care internist

**Plan performance star ratings are assessed each year and may change from one year to the next.*

Helping Accountable Providers Engage Accountable Patients

Lumeris offers five, interrelated strategies from its experience in guiding accountable providers to successfully engage their patients.



Strategy 1: Place patients at the center of design. Transform the culture of the provider practice to enhance patient advocacy and strengthen the relationship between the patient, family members and the accountable care team.

- Expand capacity by coordinating supportive resources, including care managers and nurse practitioners, around standardized programs.
- Make the patient's family an extension of the accountable care team. Family members are often in the best position to support the patient, provider and the accountable care team in staying connected.
- Collaborate with payers that align incentives to enable patients to better manage their health.



Strategy 2: Make patients feel valued during every interaction. Understand where the patient is in the behavior change process and provide the appropriate support, such as recommending programs that foster healthier lifestyle choices or providing information on how and when to take certain medications.

- Enhance the experience of care by reducing wait times through open-access scheduling and extended office hours.
- Train the accountable care team to enhance their listening skills so they better understand patients' challenges and preferences.
- Counsel patients in ways that encourage autonomy, resolve ambivalence and change negative health behaviors.



Strategy 3: Share health care decision-making with patients. The Ottawa Decision Support Framework helps health care professionals guide patients in resolving “decisional conflict” and helps them make informed health care decisions.

- Address needs in the decision-making process so that appropriate strategies and interventions can be used.
- Guide patients' decisions by sharing information and actionable insights to encourage positive behavior change.
- Partner with patients to make difficult health care decisions based on evidence and their values and preferences.



Strategy 4: Manage patients through care transitions. Recognizing that primary care providers are responsible for smooth coordination and continuity of health care is vital for consumer engagement success as patients navigate between care locations and providers.

- Create a team-led process that integrates technology, proactive outreach and collaboration to manage care interventions.
- Document, communicate and honor patient goals for care during transitions.
- Understand the common factors that impact the quality transition and care interventions, and develop competent strategies for care coordination.



Strategy 5: Work with patients to plan health care in advance. By taking the time to plan their health care visits, patient anxiety can be reduced because they are able to make proactive decisions about their own care, and then discuss them with their providers.

- Expand support that helps patients prepare for visits and adapt their behaviors accordingly.
- View patient encounters from their perspective.
- Focus on building trust with patients, families and caregivers.

CASE STUDY: ENGAGEMENT REDUCES HOSPITAL READMISSIONS AND SUPPORTS MEDICATION ADHERENCE

By keeping patients at the center of health care, providers can reduce the number of preventable readmissions, allowing for remarkable financial and clinical outcomes. At Essence Healthcare, Lumeris operates a 4.5 Star-rated* MAPD health plan with 40,000 members. In an effort to reduce readmission rates for total group high-risk discharges (such as patients most likely to be readmitted due to heart failure), Lumeris deployed a customized process that focused on managing care transitions and provider follow-up within 14 days after discharge. The plan achieved a 21.8 percent reduction in 30-day readmissions in 2012. Nationally, 60 percent of all hospital readmissions are related to medication non-adherence, misuse or mistakes. From 2012 to 2013, Essence Healthcare improved medication adherence for drugs for the treatment of cholesterol by 6 percent, diabetes by 4 percent and hypertension by 5 percent — an average of 4 percent better than the MAPD market.

Creating High-Touch Accountability

With the power of technology, collaborative payers, providers and care teams can equip patients and engage them for better health outcomes. By creating high-touch accessibility to information and resources, patients can become partners in managing and improving those outcomes and providers can meet Meaningful Use and Patient-Centered Medical Home requirements for patient engagement. This can be accomplished through:

- **Data transparency that enables better choices at the point of decision.** A technology-enabled suite of information and tools, such as the Accountable Delivery System Platform (ADSP)[®] enables performance on value-based contracts by integrating claims, EMR encounters, lab, and pharmacy data to establish a unified, accurate view of patient and population health. The ADSP uses a HIPAA-compliant, four-step outreach approach that helps patients understand their condition, treatment options and the importance of preventive health screenings. Using data from across the continuum of care, the ADSP stratifies patients according to an outreach score that quantifies how much they would benefit from an outreach initiative, disease state or identified gaps in care.
- **Automated outreach campaigns that motivate patients.** Once the population in need of outreach is defined, multi-modal outreach is conducted that is designed to influence behavior and help establish trust between the patient, provider and accountable care team. Campaign results, including patient responses, are captured and delivered via the ADSP to help providers gain greater insight into their population and help guide strategies that improve care adherence.
- **Clinical content that empowers patients.** To help care teams engage patients with comorbid conditions and increase their adherence with care plans, clinical education content is made available through the platform's care management tools. Providers can select accurate and comprehensive clinical content to share in-person or electronically with their patients, track whether the patient has viewed the content and assess patient readiness to follow the care plan.

PERSPECTIVE FROM AN ACCOUNTABLE PROVIDER

“As the ‘medical home’ for my patients, I am their first contact. I need to be accessible, so I use open-access scheduling to make it easy for patients to see when they can fit an appointment with me into their schedule. I reserve 40 percent of my schedule for same-day appointments, so I can be there when they need me, and I make sure that includes time to document and code accurately. I also use a questionnaire to assess both the physical and emotional state of my patients, and then engage the patient and the family in decisions and planning.”

— Dr. Thomas Hastings, general internist



AARP STUDY: ACTIVATED PATIENTS ACHIEVE BETTER OUTCOMES

An AARP study of patients with chronic conditions found that the more “activated” patients (i.e., those with the knowledge, skills and confidence essential to manage their own health care) were more than three times less likely to suffer a negative health consequence because of poor communication among providers, more than twice as likely to avoid a readmission to the hospital and nearly half as likely to experience a medical error compared to less activated ones.

Consumer Engagement: Lumeris' Solution

By enhancing trust between patients and providers through consumer engagement, providers and their accountable care teams can create satisfying relationships that build the capabilities of patients to manage their own health care.

With aligned incentives made possible by value-based care models:

- Accountable providers will be better equipped to achieve the Triple Aim *Plus One*: better health outcomes, lower costs, and greater patient *plus* physician satisfaction.
- Accountable patients will have information and resources that better enable them to communicate with their provider and accountable care team, make better health care choices, complete age-appropriate screenings and tests, adhere to treatment and medication plans, and better manage their chronic conditions.

Lumeris' Consumer Engagement solution supports the entire accountable care team in enabling and empowering consumers to take ownership of their health care. Our technology, services and comprehensive education resources transform today's accountable care practices to effectively manage patient and population health.



PERSPECTIVE FROM AN ACCOUNTABLE PROVIDER

“I structure my work environment to simplify procedures and workflows, and to preserve control, autonomy and order in my practice. I like to think of my patients as family and I enjoy making a tangible difference in my patients' lives. I have increased my satisfaction while also creating value for my patients and the payer.”

— Dr. Tom Doerr, primary care internist