ALBANY MEDICAL CENTER, PPS LEADS REGIONAL INITIATIVE to Boost Care Quality and Slow Medicaid Costs
DSRIP’s purpose is to fundamentally restructure the healthcare delivery system by reinvesting in the Medicaid program, with the primary goal of reducing avoidable hospital use by 25 percent over five years. Albany Medical Center, PPS (Performance Provider System) called on Accenture to help design a large-scale care coordination model to unite scores of healthcare providers and social service organizations across a five-county region.

Accenture brought together an interdisciplinary team of consultants – including physicians and nurses – as well as specialists in healthcare strategy and collaborative technologies. The project team assessed processes currently in use by affiliates throughout the region and facilitated collaborative sessions to develop and agree on effective protocols. Working within an aggressive time frame, Accenture helped Albany Medical Center, PPS meet detailed program requirements to qualify for DSRIP program incentives.

Accenture has helped Albany Medical Center, PPS lay the groundwork for clinical integration throughout its network and across the extended continuum of care: nurses, primary care doctors, hospitals, specialists, home health, rehabilitation, social services and much more. Albany Medical Center, PPS is now collaborating with a number of affiliates, all of whom are working closely together to reduce unnecessary hospital admissions for Medicaid patients. In the future, the new clinical integration model may provide a strong foundation for serving additional populations.

**NEW YORK IS ONE OF THE FIRST STATES TO PARTICIPATE IN THE DELIVERY SYSTEM REFORM INCENTIVE PAYMENT (DSRIP) INITIATIVE, A NEW FEDERAL PROGRAM THAT AIDS TO IMPROVE HEALTHCARE QUALITY FOR MEDICAID PATIENTS.**

**OVERVIEW**

**CLIENT PROFILE**

**Albany Medical Center.** PPS is leading efforts in northeastern New York State to improve the continuum of care for more than 100,000 Medicaid patients and the uninsured. Based in New York State’s capital city of Albany, this not-for-profit organization includes a 734-bed hospital, a medical school, a large physicians practice and facilities for biomedical research.
As the lead partner for the northeastern New York State implementation of DSRIP, Albany Medical Center, PPS needs to meet major milestones for funding while investing in system transformation, clinical management and population health management. This will require standardization along with improved communication and coordination across scores of regional healthcare and social service organizations that are part of its Performance Provider System (PPS).

Albany Medical Center, PPS had established a program management office but needed help designing a comprehensive framework to achieve its program goals and qualify for payments to support implementation. Leaders of the organization turned to Accenture for experienced resources to design a large-scale model for clinical integration, initially for Medicaid patients but also to promote wellness in additional population groups in the coming years.

As one of the first states to participate in the new DSRIP program, New York would like to reform payments and improve care quality for Medicaid patients.
Accenture worked closely with Albany Medical Center, PPS to develop a clinical integration strategy that meets DSRIP milestones and establishes a baseline strategy for the organization’s future move into value-based care. Accenture also combed through data on Medicaid-covered readmissions to identify additional areas of opportunity.

Team members worked with Albany Medical Center, PPS to document the current state and identify gaps in leading practices. They assessed processes and systems used by 20 key affiliates, and interviewed 80 staff members to identify challenges in care coordination.

Findings from the current state assessment can be summarized using six key themes:

1. **Behavioral Health Challenges**
   - This is an increasingly complex population combined with a lack of resources and fragmented care.

2. **Inconsistent Communication Across the Care Continuum**
   - Inconsistent communications across levels of care was a challenge for almost every affiliate.

3. **Fragmented Care Continuum Functions and Processes**
   - For most of the sites these functions are dependent on expertise of staff rather than standard processes.

4. **Limited Data Exchange**
   - The affiliates use a multitude of systems that are often not interfaced, use of the New York health exchange varies and adoption is low.

5. **Limited Availability for Placements and Services**
   - There are limited options and extreme wait times for patients needing care, services is a key issue across sites.

6. **Socio-Economic Barriers to Care**
   - Social barriers often prevent patients from taking basic steps for proactive health maintenance and disease management.
THE FUTURE STATE

CLINICAL INTEGRATION

will focus on coordinating patient care across the care continuum. Patients will be assessed and predictive analytics will be used to calculate risk scores that will allow for proactive patient management. There is a heavy emphasis on communication and standardization across levels of care including a common care plan, standardized risk stratification tools, standardized assessments and established standards for data sharing and timing.
Each provider now has a standard set of protocols and expectations to help Medicaid patients. The new program emphasizes timely communication and data sharing, and includes standard tools for patient assessments and risk stratification. Participating organizations appreciate the broadly inclusive approach, including patient navigators and community health workers, to help people obtain the care they need. Lay representatives are assisting Medicaid patients in navigating barriers in transportation, housing and finance. Community-based organizations are providing support in areas such as meal delivery and counseling. Telemedicine is also a part of the regional mix, making expert diagnosis and follow-up guidance more affordable for people in remote areas.

Initial measures of qualitative and quantitative gains are expected by mid-2017. Albany Medical Center, PPS and its extended network of providers are focused on a shared goal of reducing avoidable Medicaid admissions by 25 percent over five years.

The regional program puts patients at the center, with a network of providers efficiently collaborating to deliver care and promote ongoing wellness. This shift benefits patients and their families, as well as care providers. Each provider will now have a standard set of protocols and expectations to achieve to help keep their patients healthy and avoid readmissions and emergency department visits. Albany Medical Center, PPS’s clinical integration model not only meets DSRIP guidelines but also establishes a strong foundation to transition to value-based rather the fee-based care for additional populations in the coming years.

RESULTS

Achieving this level of cross-functional collaboration is new and exciting for the regional organizations participating in the Albany Medical Center, PPS-led DSRIP initiative.
We have started to transform our care delivery processes, not only within our own organization but also in collaboration with community-based organizations across northeastern New York State.

This is an exciting time for our region. DSRIP is becoming the springboard to find better ways to improve care, not only for Medicaid and uninsured patients, but also for the broader community we serve.

Louis D. Filhour, PhD, RN
CEO AMCH PPS
ACCENTURE
INSIGHT-DRIVEN HEALTH

Insight-driven health is the foundation of more effective, efficient and affordable healthcare. That’s why the world’s leading healthcare payers, providers and public health entities choose Accenture for a wide range of insight-driven health services that help them use knowledge in new ways – from the back office to the doctor’s office. Our committed professionals combine real-world experience, business and clinical insights and innovative technologies to deliver the power of insight-driven health.

ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions —underpinned by the world’s largest delivery network — Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 384,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at: www.accenture.com