

The Time Value of Value-Based Care

Nebraska Hospital Association

October 25, 2023

John Findley, MD

Objectives

1. Recognize that the downward pressures on traditional reimbursement models is a “race to the bottom” if you don’t capitalize on value-based revenues
2. Learn how team-based models of care can turn cost centers into revenue generators in your practice
3. Acknowledge the value of investing in value-based efforts to improve patient outcomes, provider wellbeing, recruitment efforts and the long term sustainability of your practice

Who Are You?

What is your current role?

- Provider?
- Clinical care team member?
- Administration?

What if You Were the Patient?



- How confident are you that the healthcare system of today will meet the needs of you, family, friends?
- If you could change one thing to make it better today what would it be?

The background of the slide is a dark blue field filled with a complex, light blue technical drawing. This drawing includes various geometric elements such as circles, arcs, and straight lines, some of which are hatched to represent different materials or sections. There are also some numbers and dimension lines scattered throughout the drawing, giving it the appearance of a mechanical or architectural blueprint.

About Me

John Findley, MD

Bryan Health Connect PHO

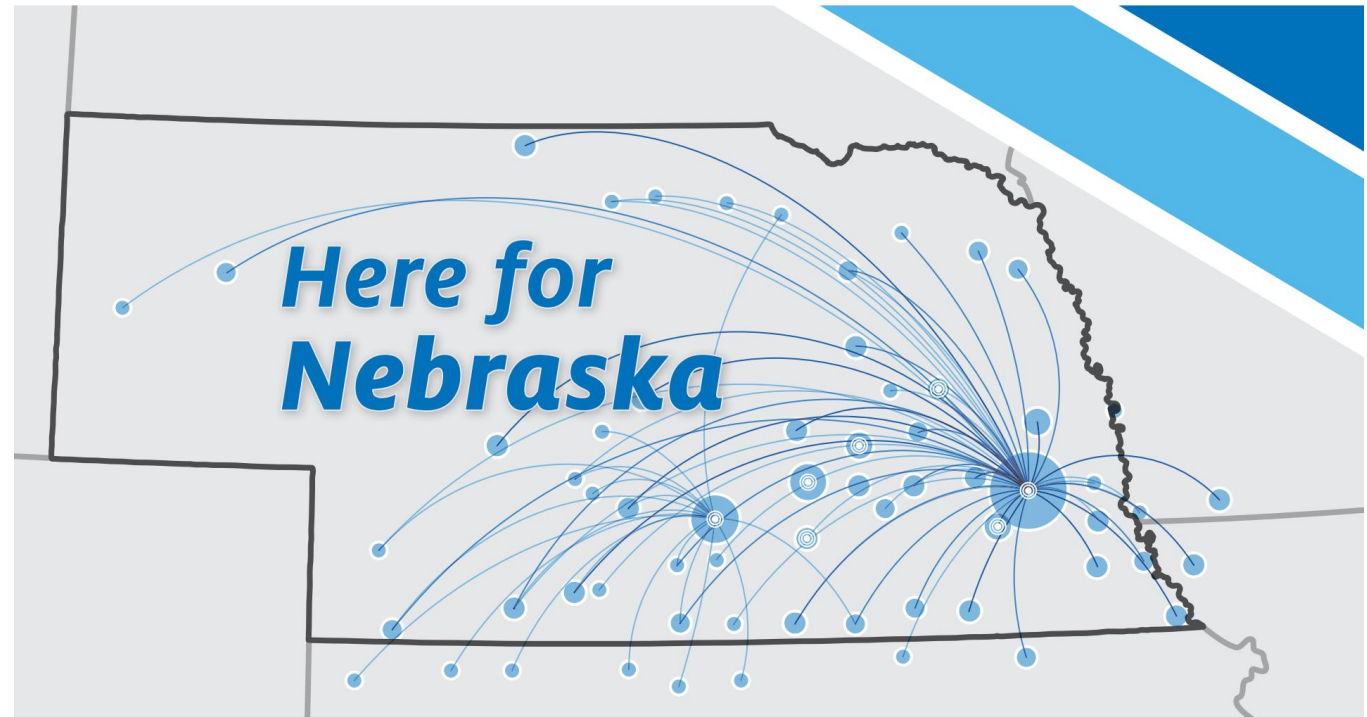
Mission

We connect a network of resources, innovative leadership and data to drive cost-effective population health improvement.

Vision

Leading exceptional health care transformation.

- Individual Providers - 1,877
- Private Practices & Rural Health Clinics - 280
- Critical Access Hospitals - 24
- PPS Hospitals - 3



Our Bryan Health Connect ACO in 2024



Supporting the
process toward
clinical integration

14 TINs
70,000 Lives
9 VBC Agreements

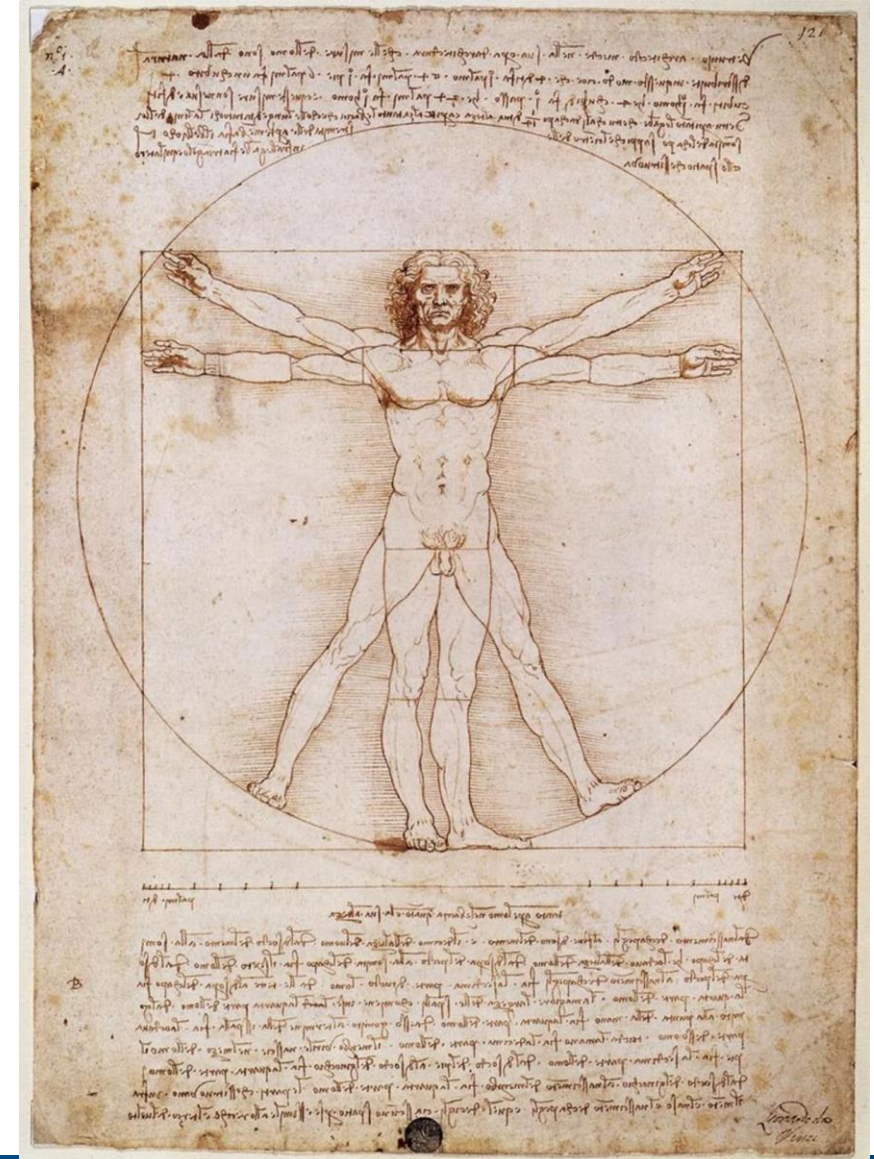
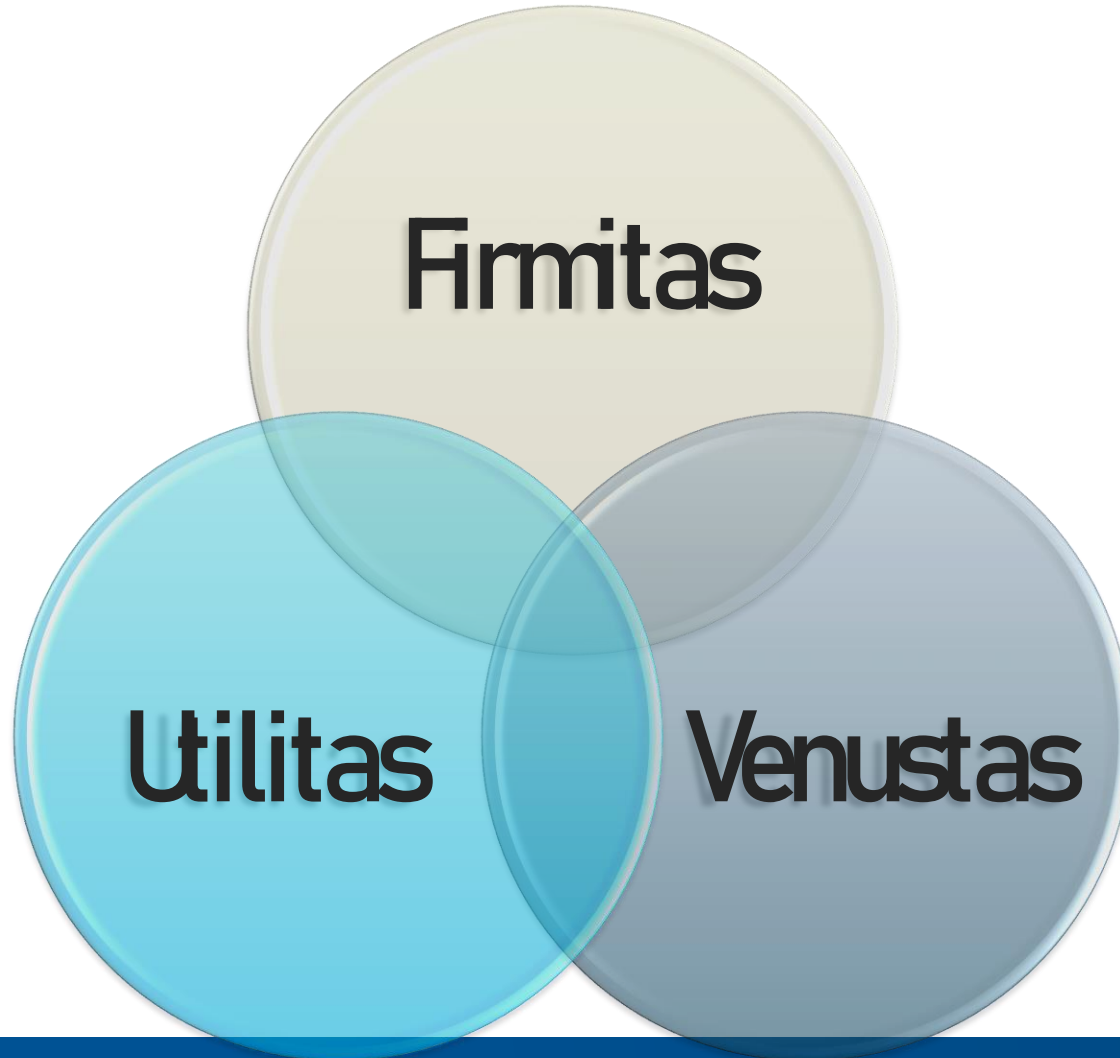
A Self-Proclaimed Health Care "Transformationist"

"Design for the people that live in and use the space..."



Designing a Better Healthcare Delivery System

The Golden Rule of Design



Firmitas = Value

Building a Stronger Foundation for a more sustainable Future

How Many Years for Evidence to Make it Into Practice?

☐ 3

☐ 7

☐ 11

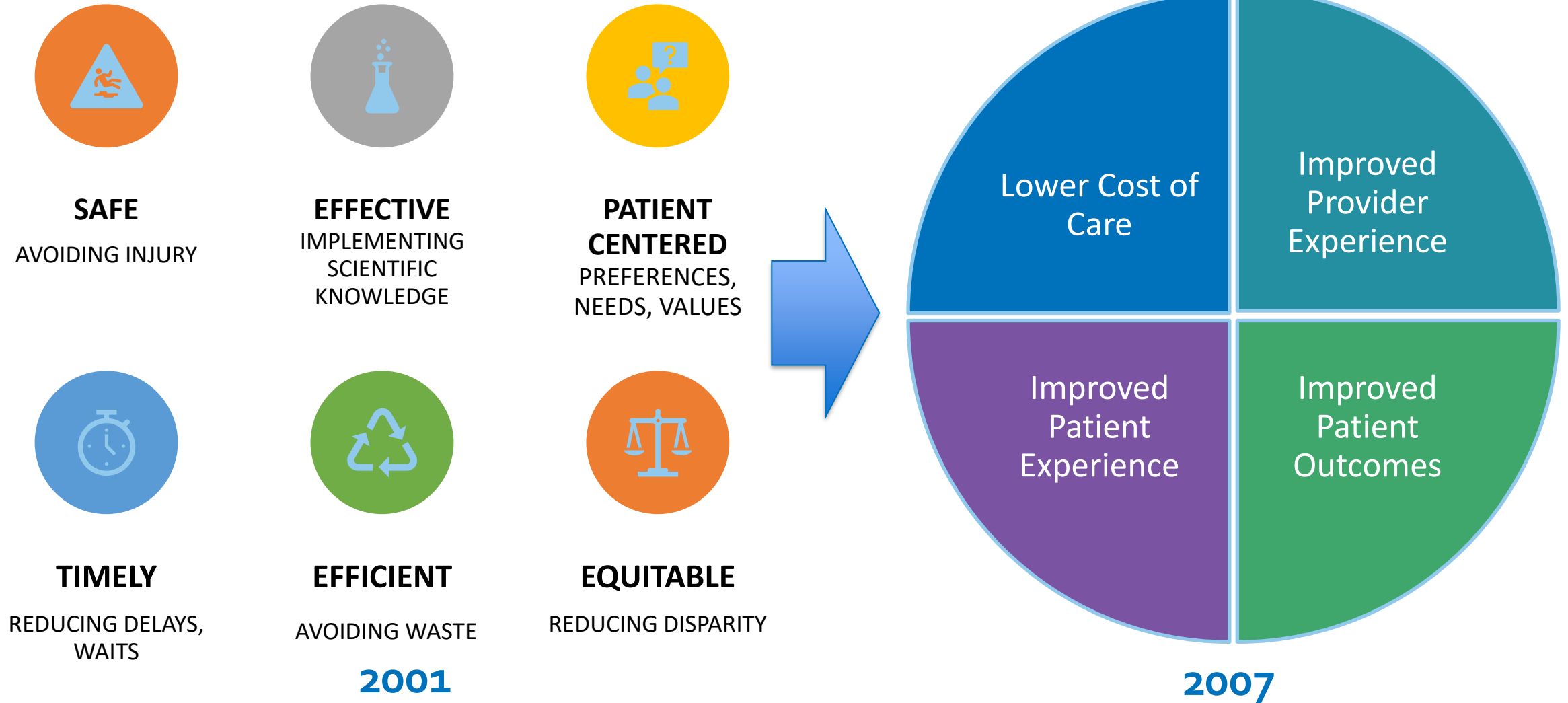
☒ 17

☐ 20

Timeframe for
“Value”
has been
about the same

Source: The answer is 17 years, what is the question: understanding time lags in translational research
[Zoë Slote Morris](#), [Steven Wooding](#), [Jonathan Grant](#) First Published December 16, 2011

"Value-Based Care" is 25 yrs Old



Nationally Conversation Has Evolved from Safety to Sustainability

Waste 6 Domains:

- Failure of Care Delivery
- Failure of Care Coordination
- Overtreatment or Low Value Care
- Pricing Failure
- Fraud and Abuse
- Administrative Complexity

- TOTAL

Estimated Costs > Savings (Billions)

- \$102-166 > 44-93
 - \$27-78 > 30-38
 - \$76-101 > 13-29
 - \$231-241 > 81-91
 - \$56-84 > 23-31
 - \$266 > ...

 - \$760-935 > 191-282
- ★ \$345 "clinical waste"
- ★ Billing and Insurance Waste

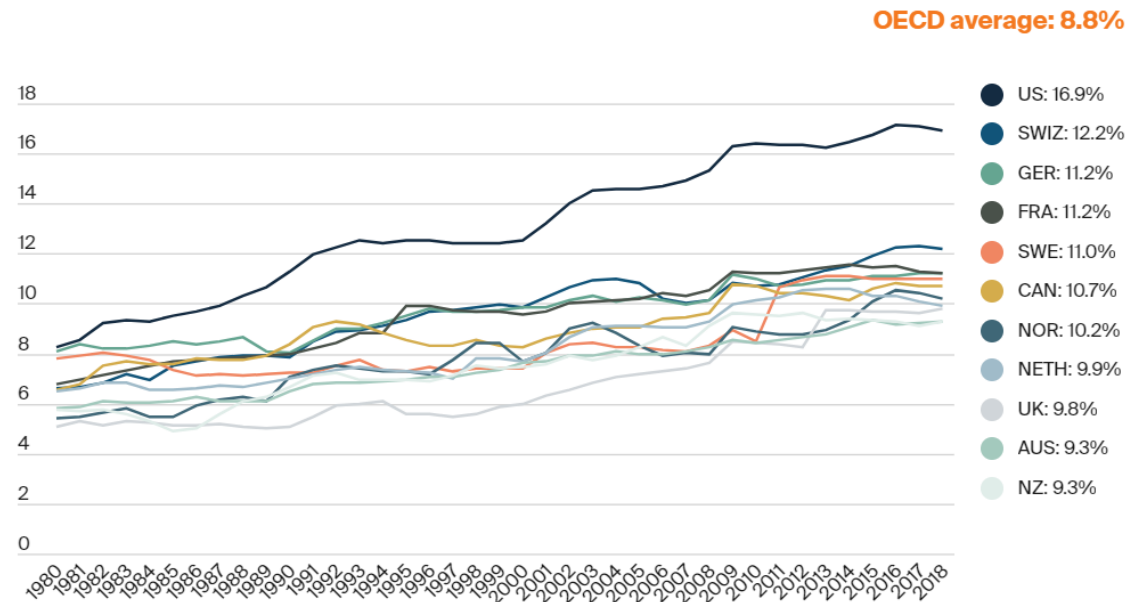
Source: Waste in the US Healthcare System, W Shrank JAMA 2019

Low Value – Are We Getting our Money's Worth?

SPENDING

The U.S. Spends More on Health Care Than Any Other Country

Percent (%) of GDP, adjusted for differences in cost of living
Legend shows 2018 data*



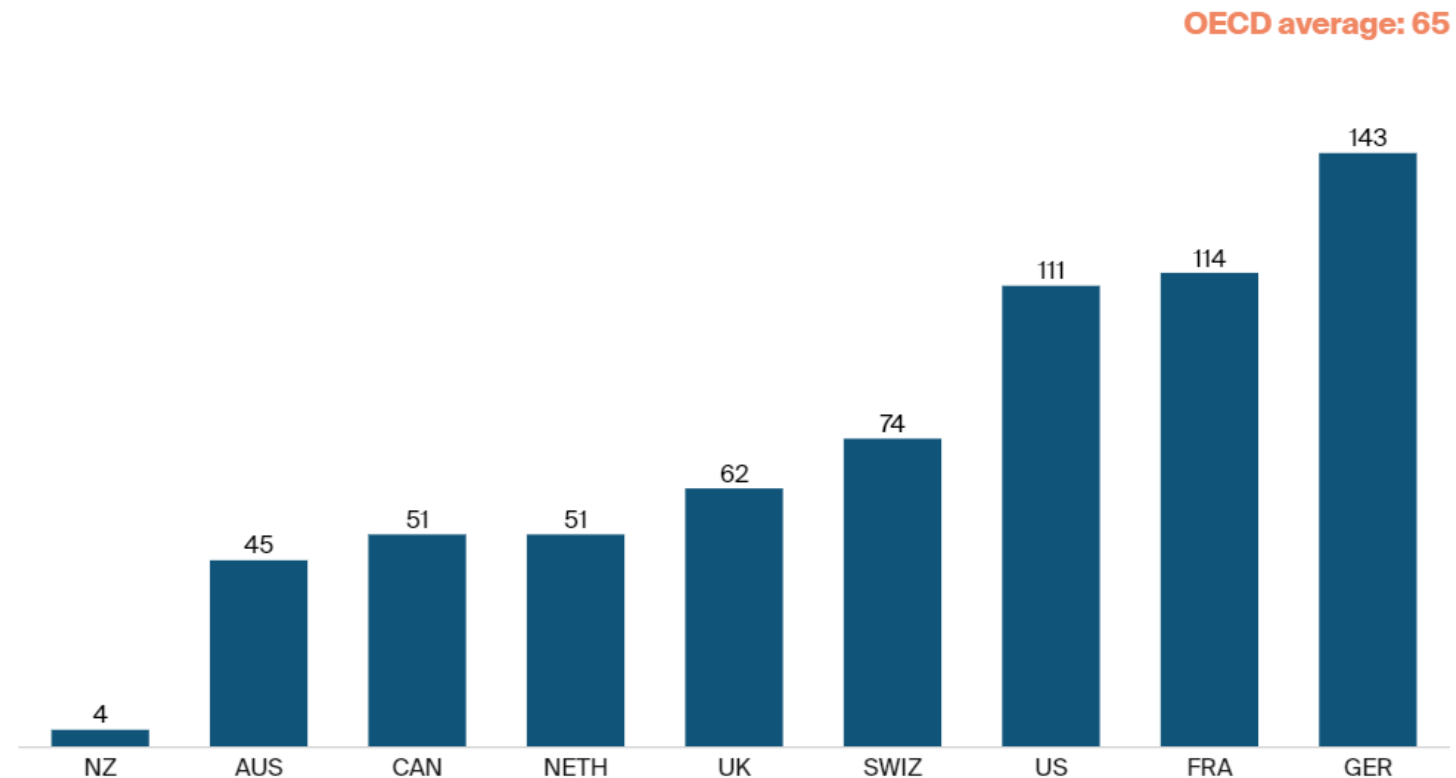
Source: Commonwealth Fund 2020

Low Value – Essential or Excessive?

UTILIZATION

The U.S. Has a High Rate of MRI Scans

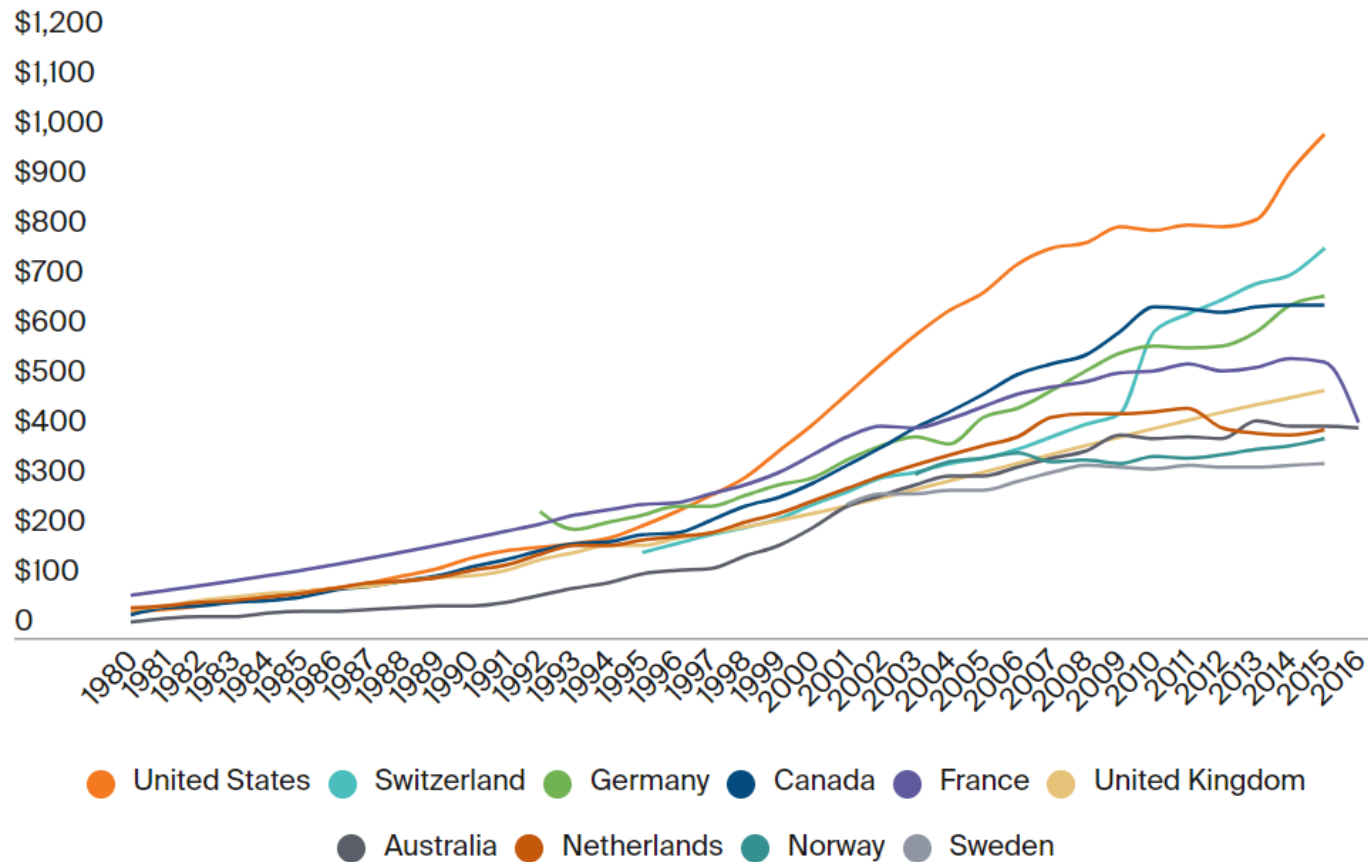
Magnetic resonance imaging (MRI) scans per 1,000 population



Source: Commonwealth Fund 2020

Low Value – Cost Conundrum

National Trends in Per Capita Pharmaceutical Spending, 1980–2015



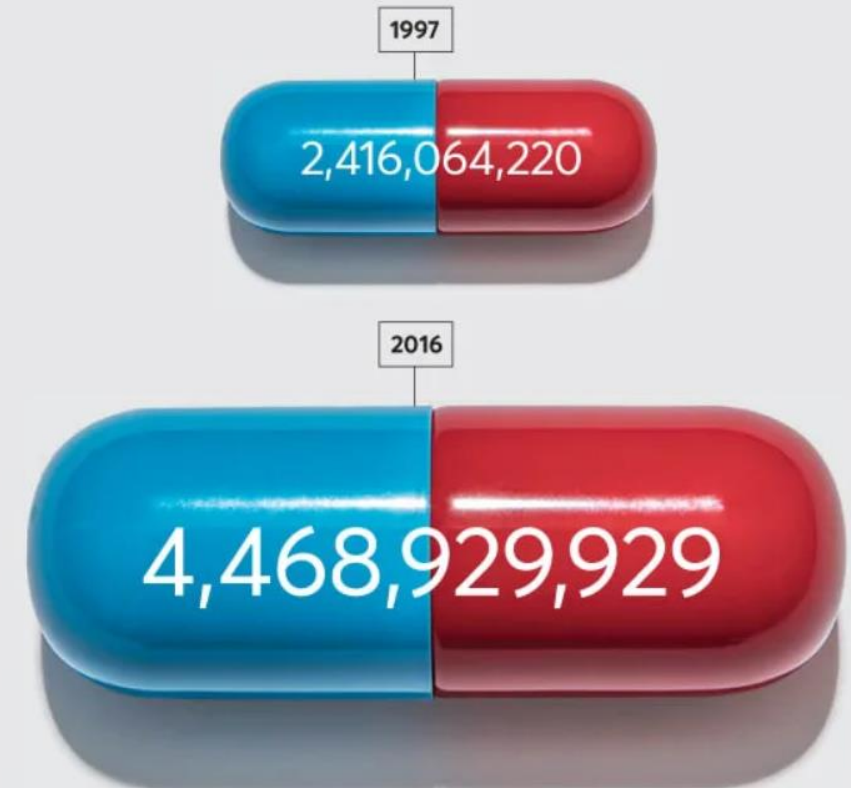
Low Value – A Problem of Producers or Pushers?

• Total Population ↑ 21%

• Total Prescriptions ↑ 85%

Pill Nation: The Rise of Rx Drug Use

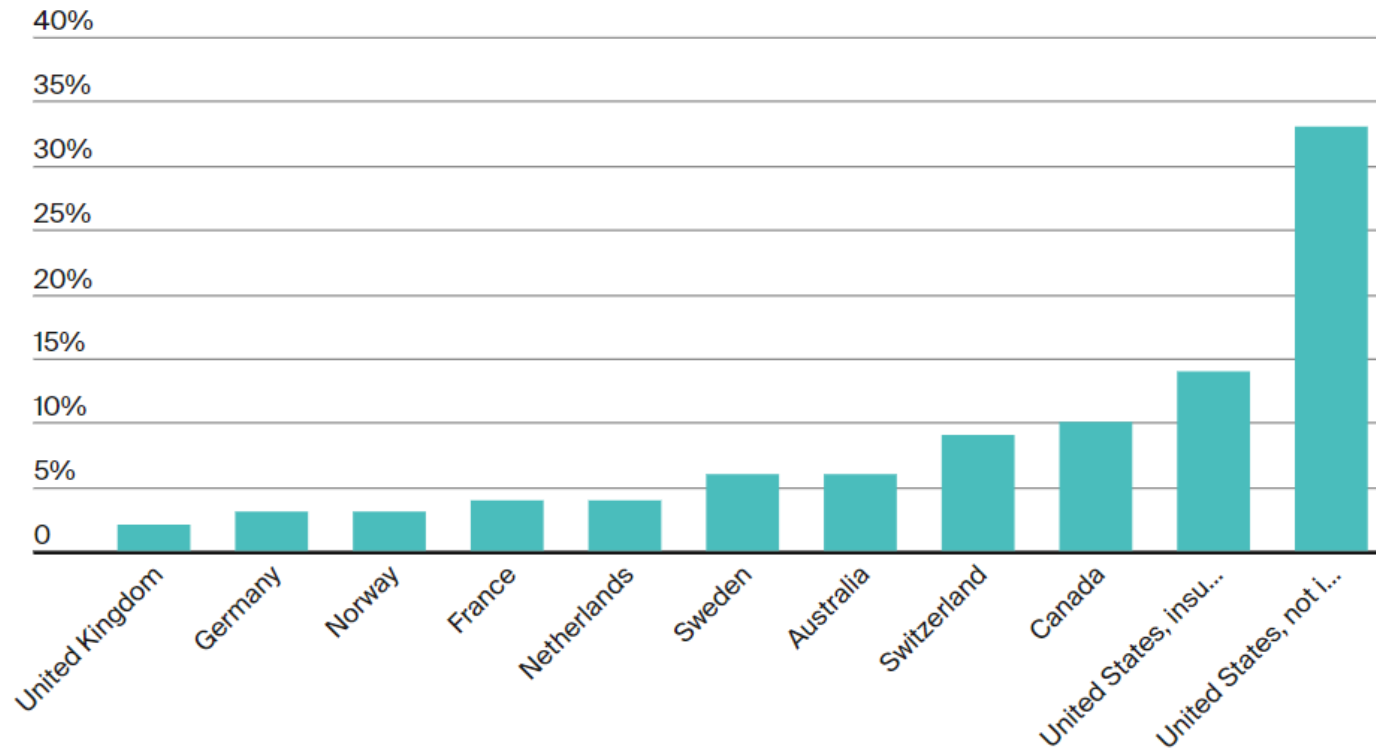
The total number of prescriptions filled by all Americans, including adults and children, has increased by 85 percent over two decades, while the total U.S. population has increased by only 21 percent.



Source: Quintiles IMS.
© 2017 Consumer Reports. All Rights Reserved.

Low Value – Cost Impacts Compliance

Adults Who Cited Cost as a Reason for Skipping Prescriptions or Doses, 2016

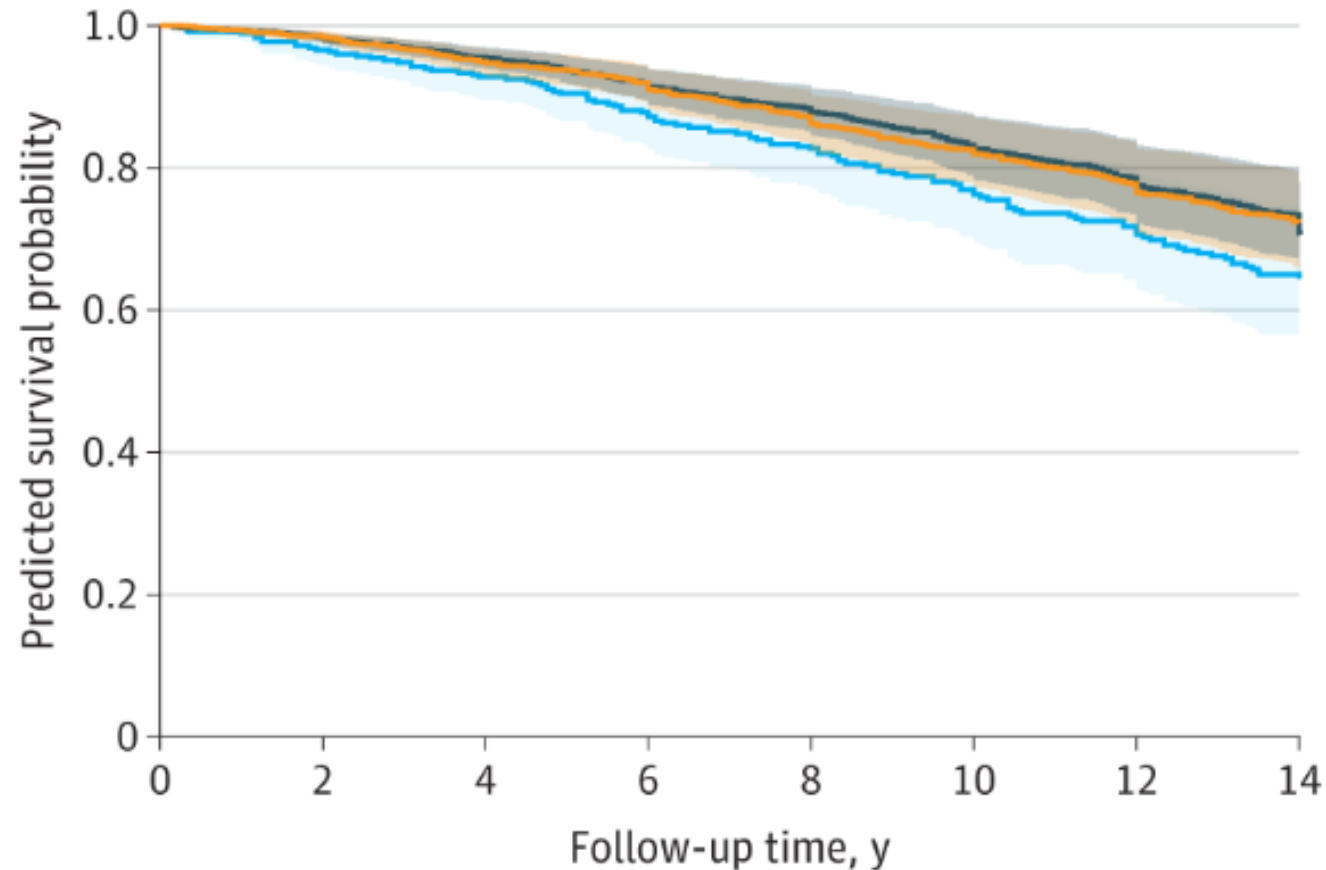


Data: 2016 Commonwealth Fund International Health Policy Survey of Adults in 11 Countries.

**33% Patients
in US Can't
Afford
Their
Medications**

Affordability and Mortality

Total sample






Low-wage earning
— Never
— Intermittent
— Sustained

↑ 38%
increase in
excess death
and
elevated
mortality risk

Source: JAMA February 21, 2023 History of Low Hourly Wage and All-Cause Mortality Among Middle-aged Workers

2022 Scorecard on State Health System Performance

| Performance Indicator | | Improved | Worse |
|---------------------------|---|---|-----------|
| 1. Access | Adults who went without care because of cost | 37 | |
| 2. Affordability | High out-of-pocket medical spending | 32 | |
| 3. Cost | Employee total potential out-of-pocket medical costs as a share of state median income |  | 15 |
| 4. Prevention | Adults with age-appropriate vaccines | 49 | |
| | Hospital 30 Day Mortality | 49 | |
| 5. Treatment | Adults with any mental illness reporting unmet need |  | 42 |
| | Diabetic adults without an annual hemoglobin A1c | 48 | |
| 6. Avoidable Hospital Use | Potentially avoidable emergency department visits age 65 and older | 51 | |
| | Hospital 30-day readmission rate age 65 and older | 47 | |
| | Preventable hospitalizations ages 18–64 (Chronic Disease) |  | 48 |



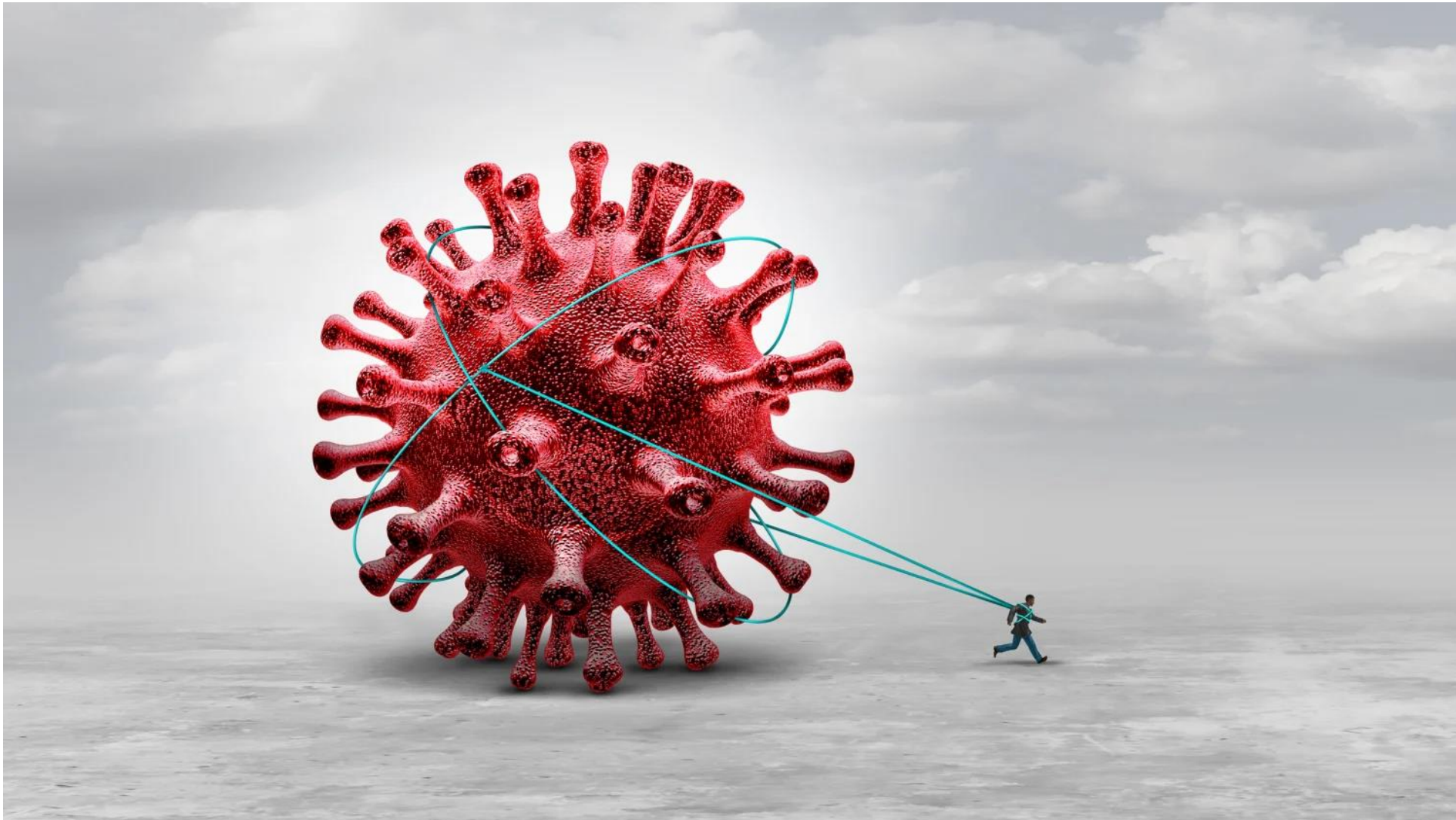
Firmitas

Market Forces that Will Stress an Already Failing Foundation

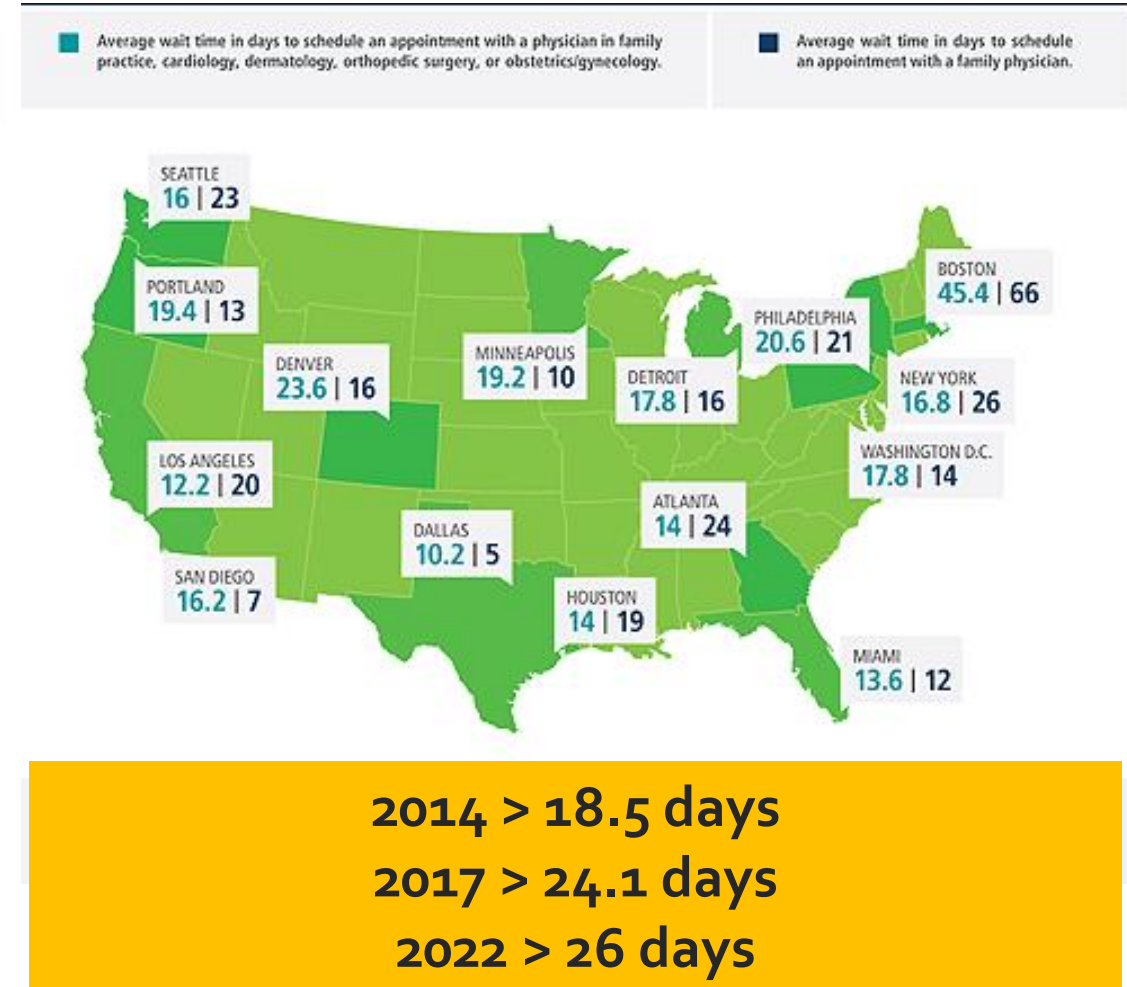
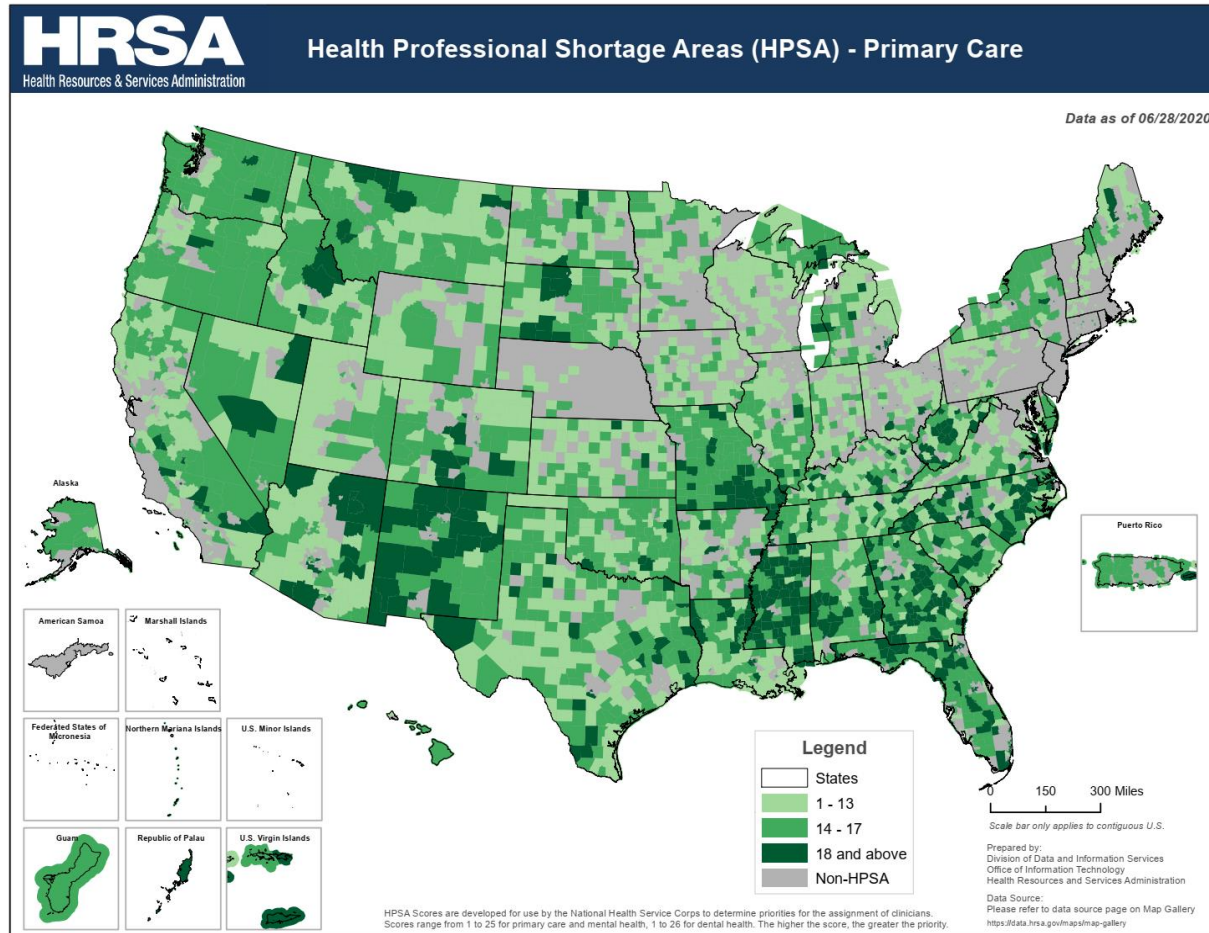
"Single Point of Failure"



COVID was a "Single Point of Failure" for Healthcare



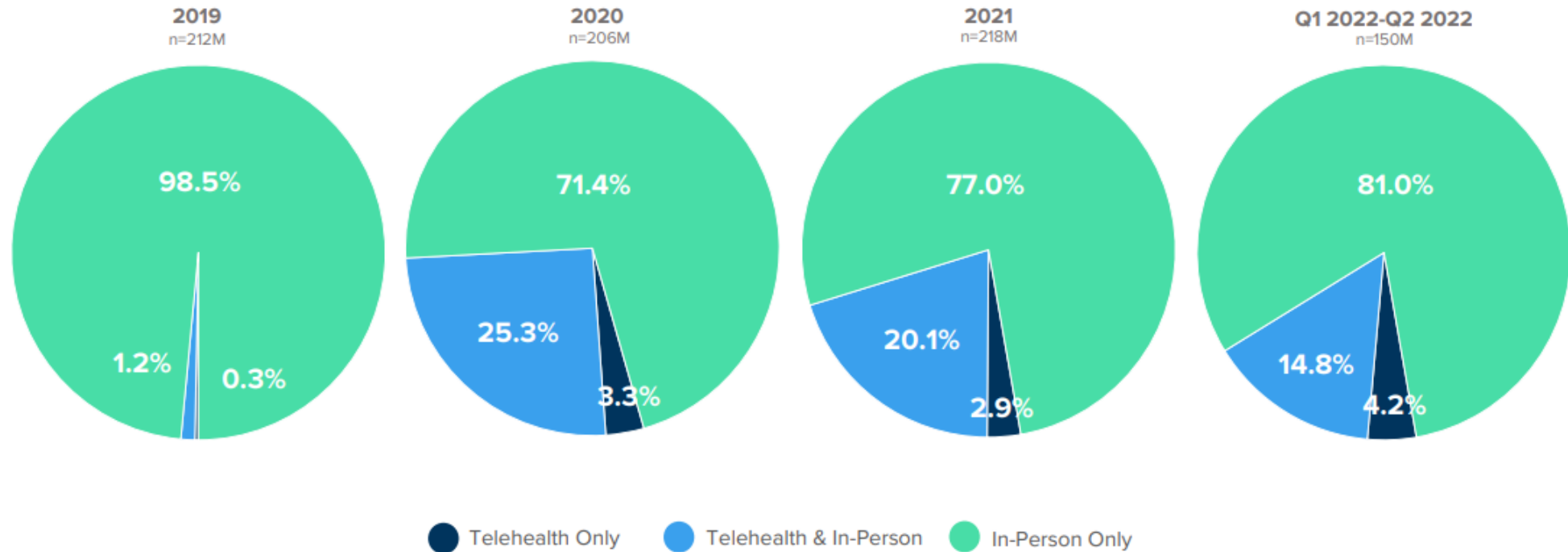
Provider Shortages and Access



Sources: HRSA, Merritt Hawkins 2014/2017/2022

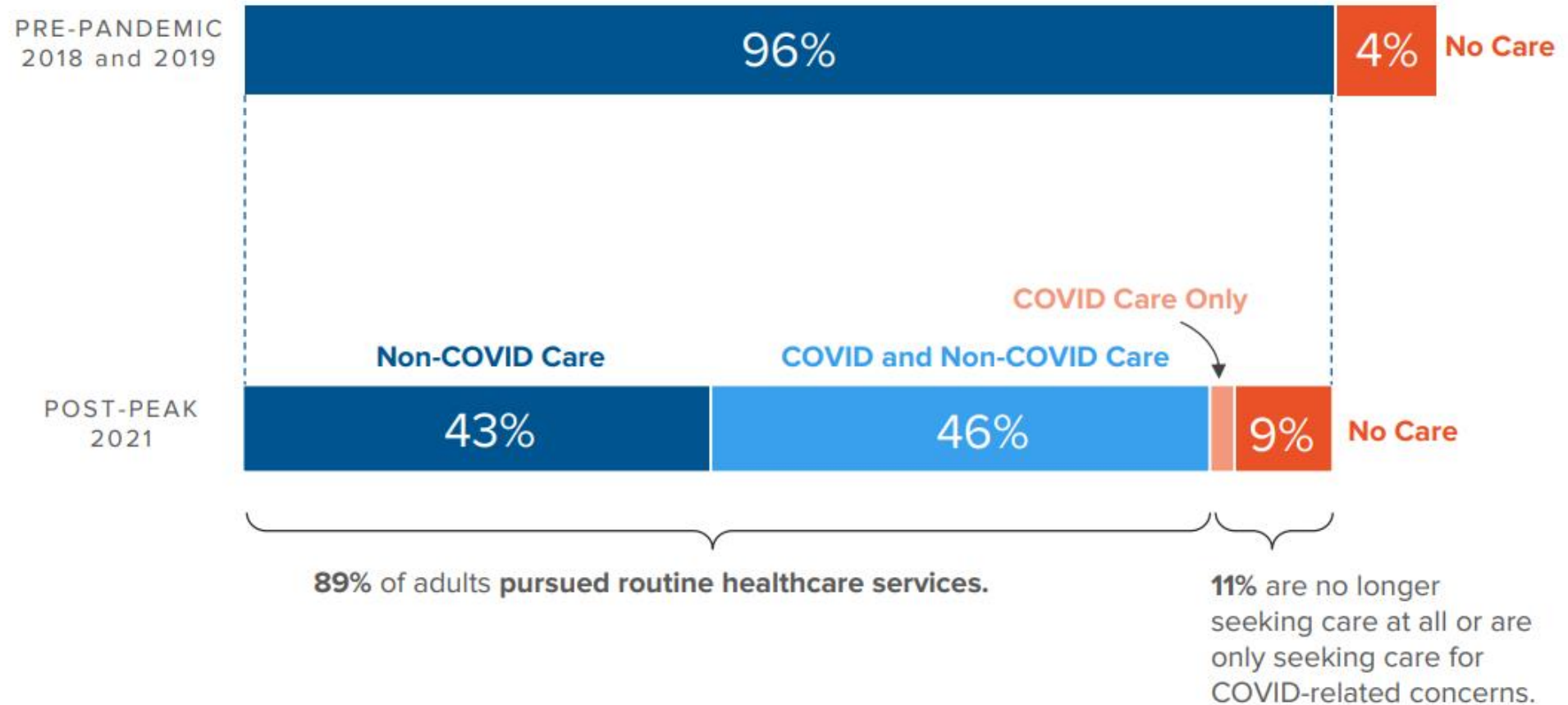
How People Access Healthcare is Different Now

PERCENT OF IN-PERSON, TELEHEALTH & IN-PERSON, AND TELEHEALTH-ONLY PATIENTS, 2019-2022



Source: Trilliant Health national all-payer claims database.

Attrition Rates are On the Rise



Note: Pre-COVID-19 is inclusive of 2018-2019. Individuals included in the analysis were continuously enrolled between 2018 and 2021, excluding Traditional Medicare.
Source: Trilliant Health national all-payer claims database.

Where Are These Patients Going?

<2%

Share of Americans treated at
any given health system



62%

of American adults have an
active prime membership



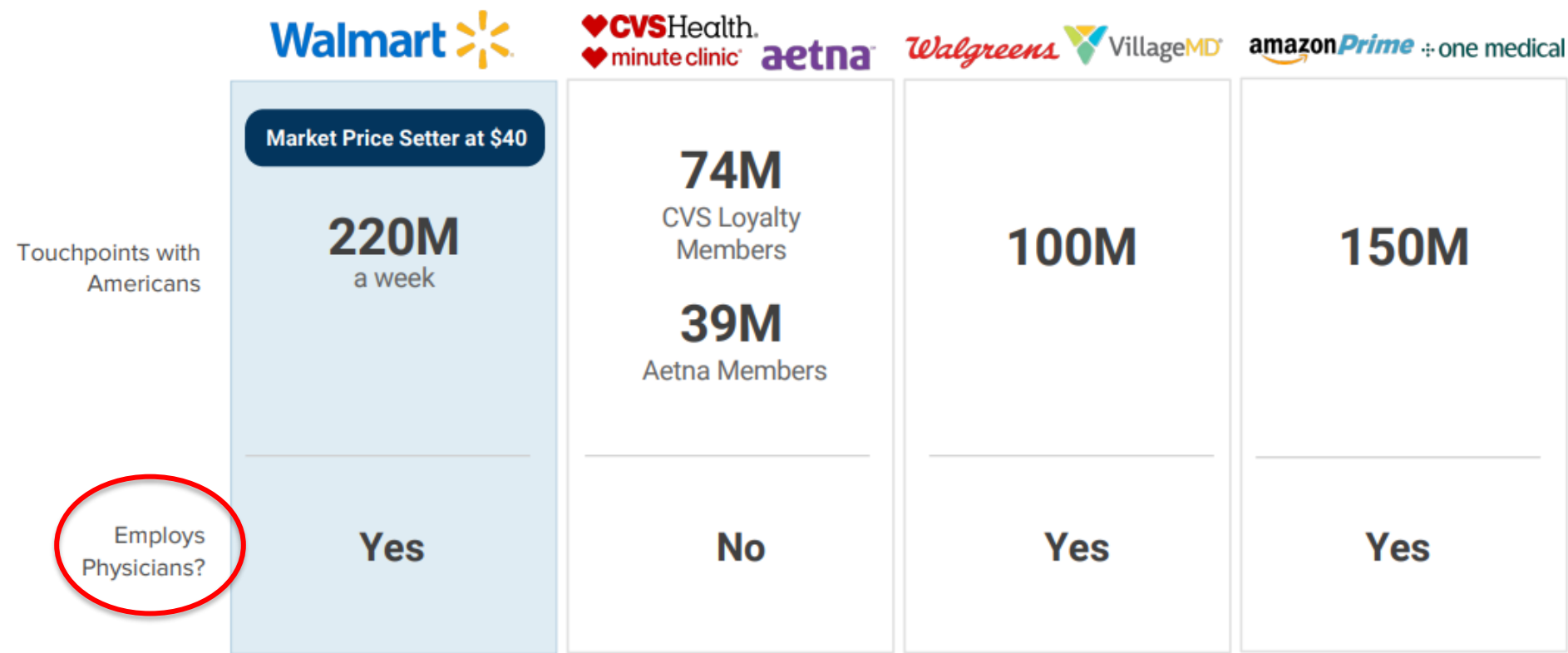
42%

of Americans shop at a
Walmart location weekly



Note: Hospital admissions at each health system as a percentage of all hospital admissions was used as a proxy.
Source: Business Insider; analysis of Walmart press releases; Trilliant Health national all-payer claims database.

Their Mission Isn't the Same as Ours

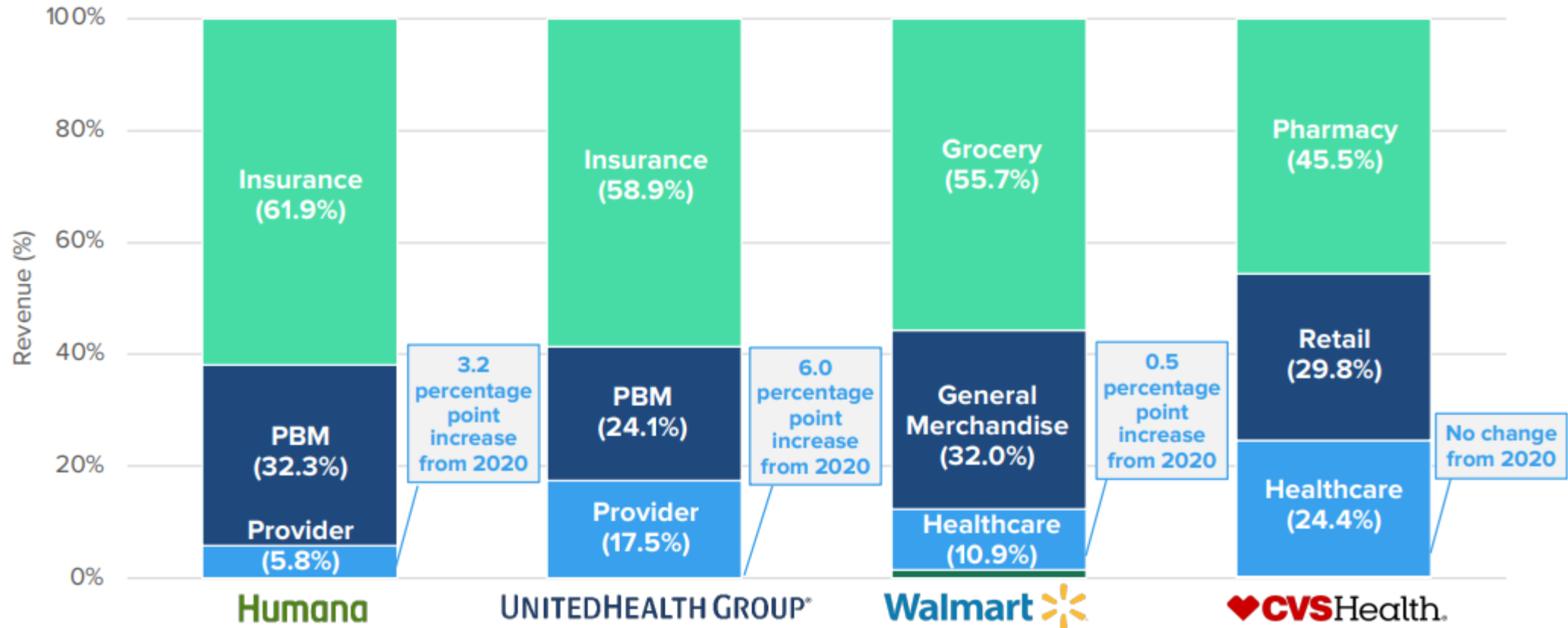


Note: Touchpoint numbers are likely underestimates and are intended to illustrate the disproportionate share of U.S. consumers that large retailers have relative to traditional providers (e.g., health systems). The question posed is in relation to the fact that margins on primary care businesses are very low, making it historically difficult business to operate as a stand alone (at least for traditional providers).
Source: Publicly available company information.

Source: Trilliant Health

Healthcare Delivery isn't just for "Providers" Anymore

PERCENT OF 2021 REVENUE DEDICATED TO HEALTHCARE SERVICES FOR NON-TRADITIONAL PROVIDER ENTITIES



Source: Trilliant Health

Loss Leaders are Patient Pleasers

COST COMPARISONS FOR SELECT COMMODITY HEALTHCARE SERVICES

| SERVICE | NEW ENTRANTS | | | ESTABLISHED |
|--------------|---|---|---|-------------|
| |  CVS Health. |  Walgreens |  Walmart | URGENT CARE |
| Office Visit | \$99-\$139 | \$89 | \$40 | \$137 |
| Flu Test | \$70-\$100 | \$66 | \$20 | \$102 |
| Strep Test | \$35-\$45 | \$25 | \$20 | \$102 |
| Lipid Panel | \$37 | \$35 | \$10 | \$102 |

Source: Trilliant Health

Coming to Your Neighborhood Soon?

MARKETS WITH HIGH CONCENTRATION OF PATIENT CARE ACROSS NEW ENTRANTS



Note: VillageMD featured due to partnership with Walgreens.
Source: Trilliant Health national all-payer claims database.

Source: Trilliant Health

Insurance Carriers are Doubling Down on the Return on Risk

| Insurer | CVS Health | Elevance | Centene | Cigna | Humana | UnitedHealthcare ¹ |
|---------------------------|---|---------------------------|---------------------------------|--------------------------|---|--|
| PBM | Caremark | IngenioRx | Envolve | Express Scripts | Humana Pharmacy Solutions Enclara | OptumRx |
| Specialty pharmacy | CVS Specialty | BioPlus | Acaria Health | Accredo | Centerwell Specialty Pharmacy | BriovaRx |
| Virtual care | CVS Health Virtual Primary Care | Carelon Digital Platforms | | MD Live | | Optum Virtual Care |
| Home care | Signify Health | myNEXUS | | | Kindred onehome | LHC Group Optum HouseCalls Landmark |
| Provider services | Minute Clinic Health Hub Oak Street | CareMore Aspire | Community Medical Group USMM | Cigna Medical Group (AZ) | CenterWell Conviva Partners in Primary Care | OptumCare Atrius ² Kelsey-Seybold |
| Other key assets | Aetna (insurance), CVS Pharmacy (retail) | Beacon BH | Magellan BH | CareAllies EviCore | Enclara Healthcare | Optum BH naviHealth Change Healthcare ² |

1. Advisory Board and UnitedHealthcare are both subsidiaries of UnitedHealth Group. All Advisory board research, expert perspectives, and recommendations remain independent.

2. Joint venture or non-exclusive collaboration.

Source: [UnitedHealth's Optum Reportedly Strikes Deal for Landmark Health](#), Home Health Care News, February 21, 2021.

Convenient & Cost-Effective Care is the New Norm



56%

of routine procedures performed in hospital outpatient departments are for non-complex patients with access to lower-cost ASCs.

144% higher cost

for common procedures performed in hospital outpatient departments in 2019 when compared to the price of the same procedures at ASCs.

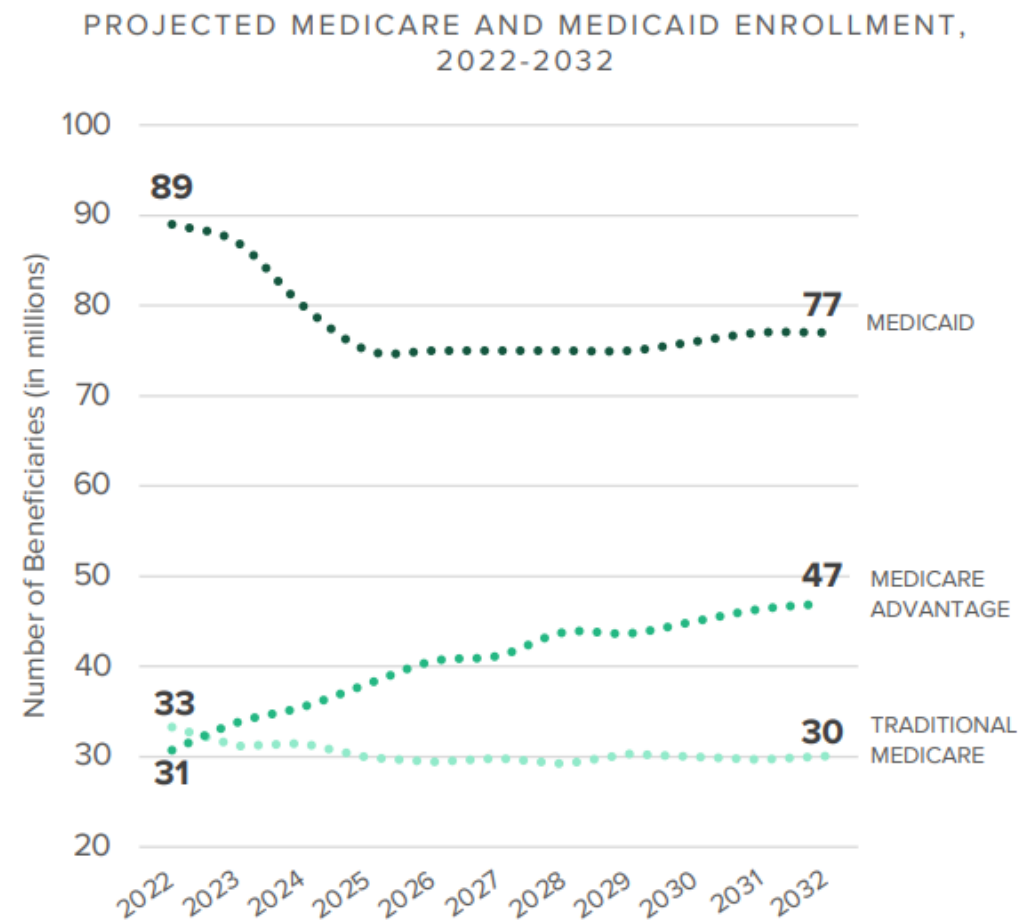
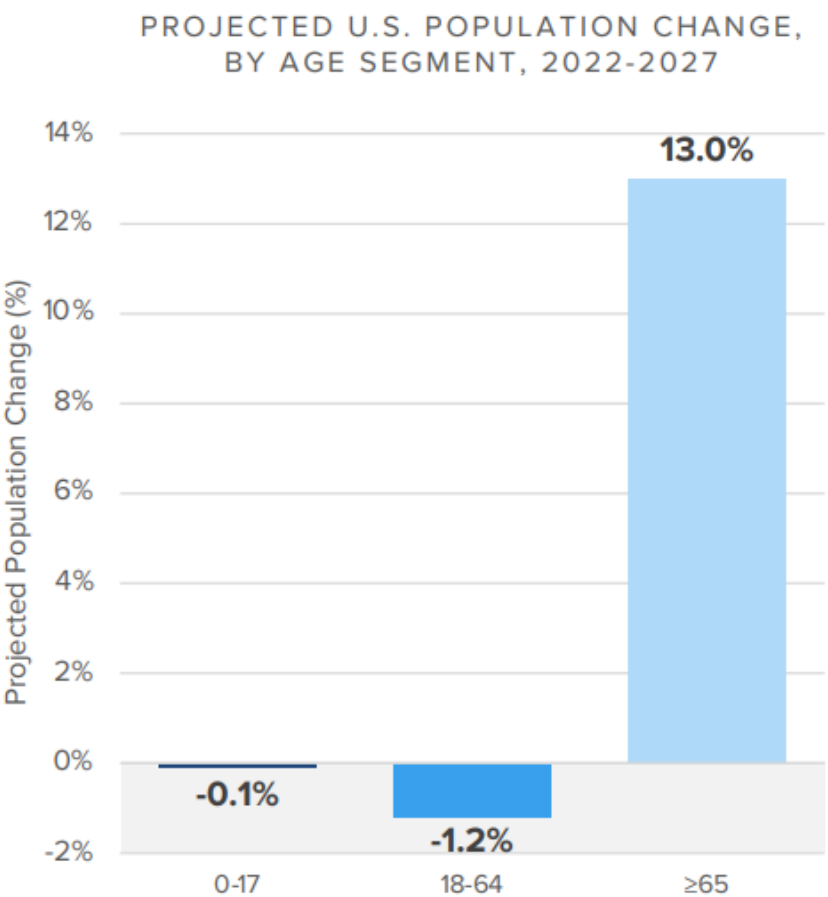


2011-2018
\$29B

2019-2028
\$73 B

Source : United Health Care 2021

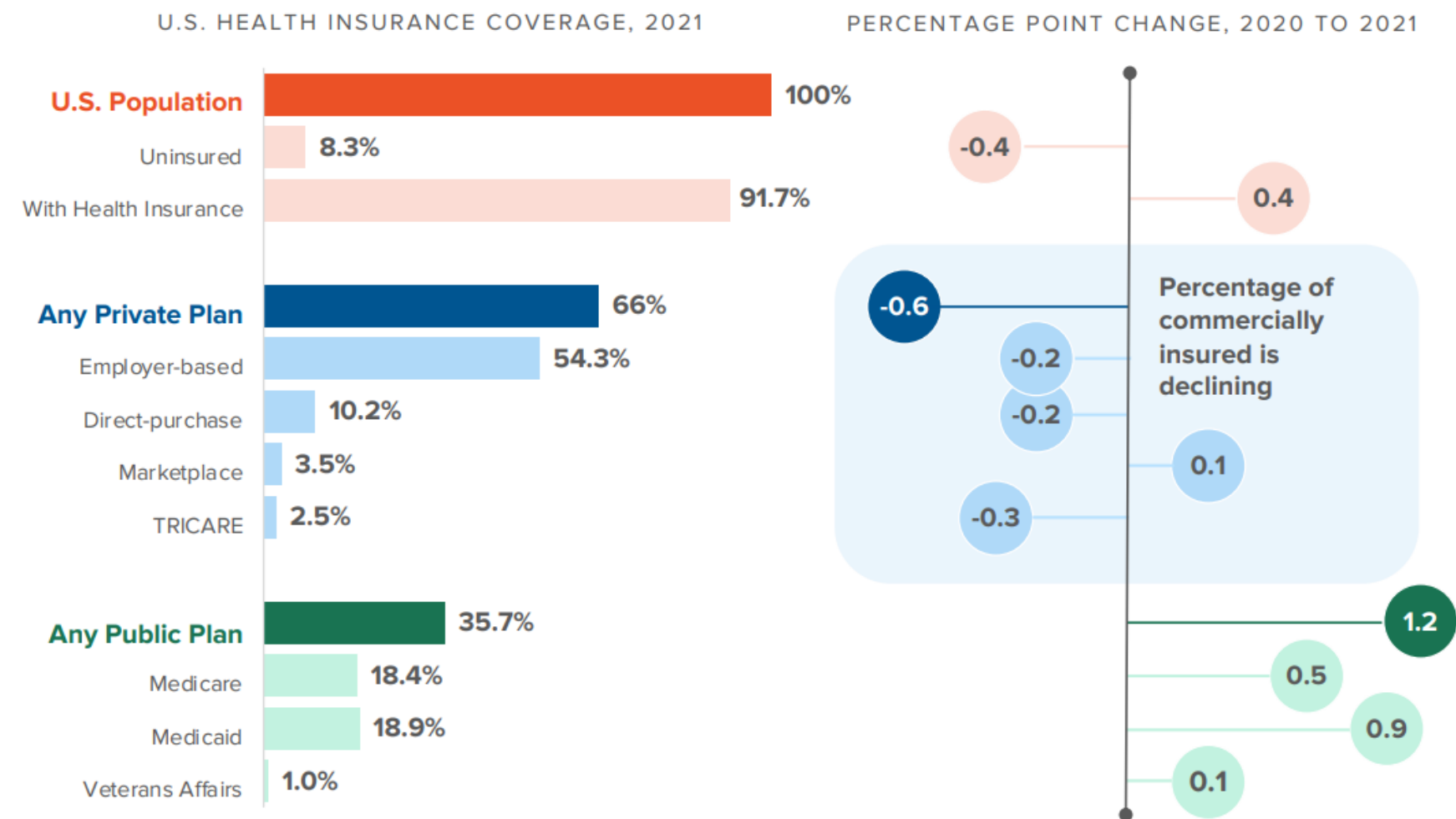
The Silver Tsunami is Here



Note: 2022-2032 Medicare and Medicaid enrollment numbers represent projections.
Source: Trilliant Health national consumer database. U.S. Congressional Budget Office Baseline Projections for Medicare and Medicaid.

Source: Trilliant Health

Unfavorable Payer Mix Shifts Are Impacting Margins



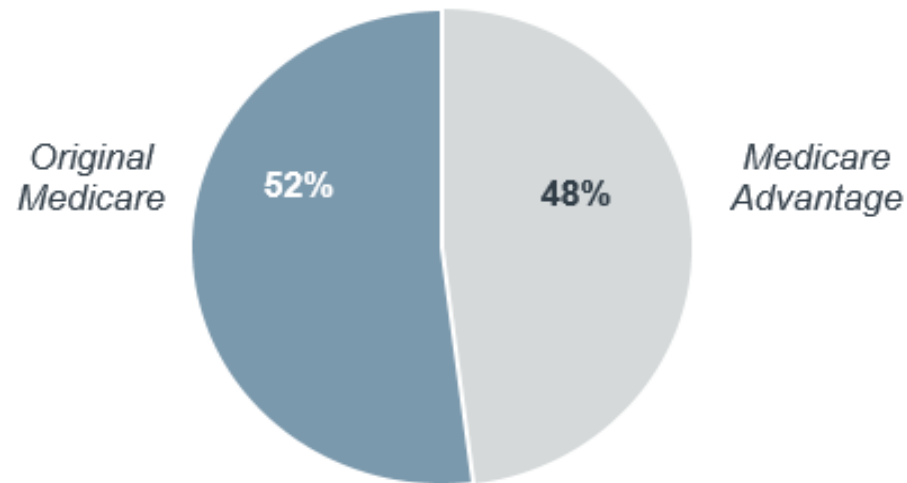
Note: Percentages do not sum to 100% due to dual enrollment.
Source: U.S. Census Bureau, Current Population Survey, 2021 and 2022 Annual Social and Economic Supplements (CPS ASEC).

Source: Trilliant Health

Medicare Advantage...or Dis-Advantage?

MA projected to overtake Original Medicare in 2023

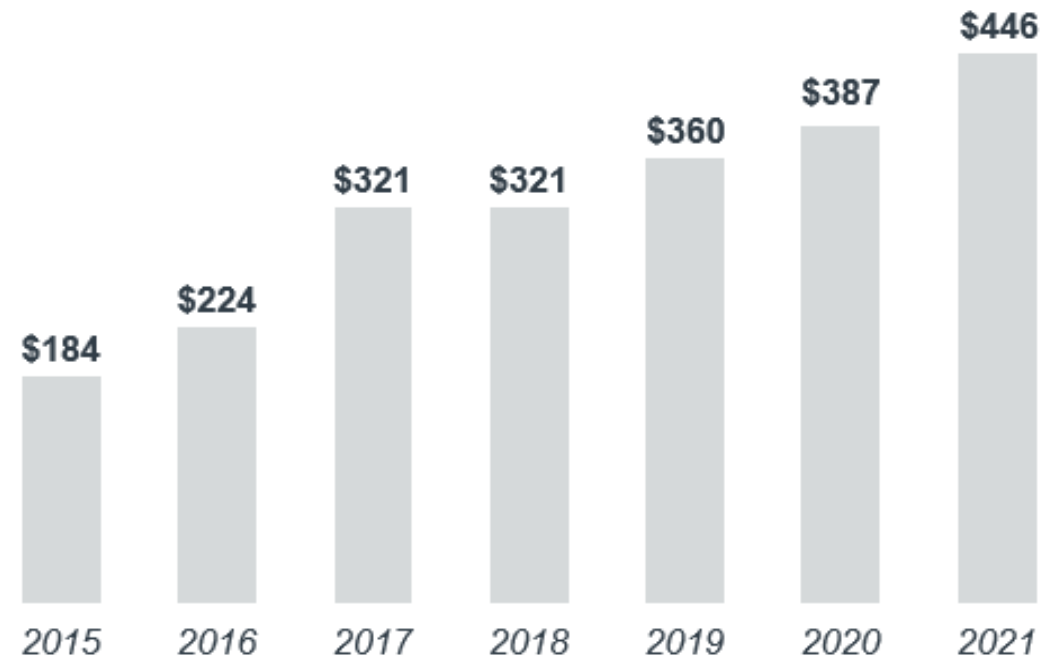
Breakdown of Medicare beneficiaries in 2022



1. Projected by The Congressional Budget Office.

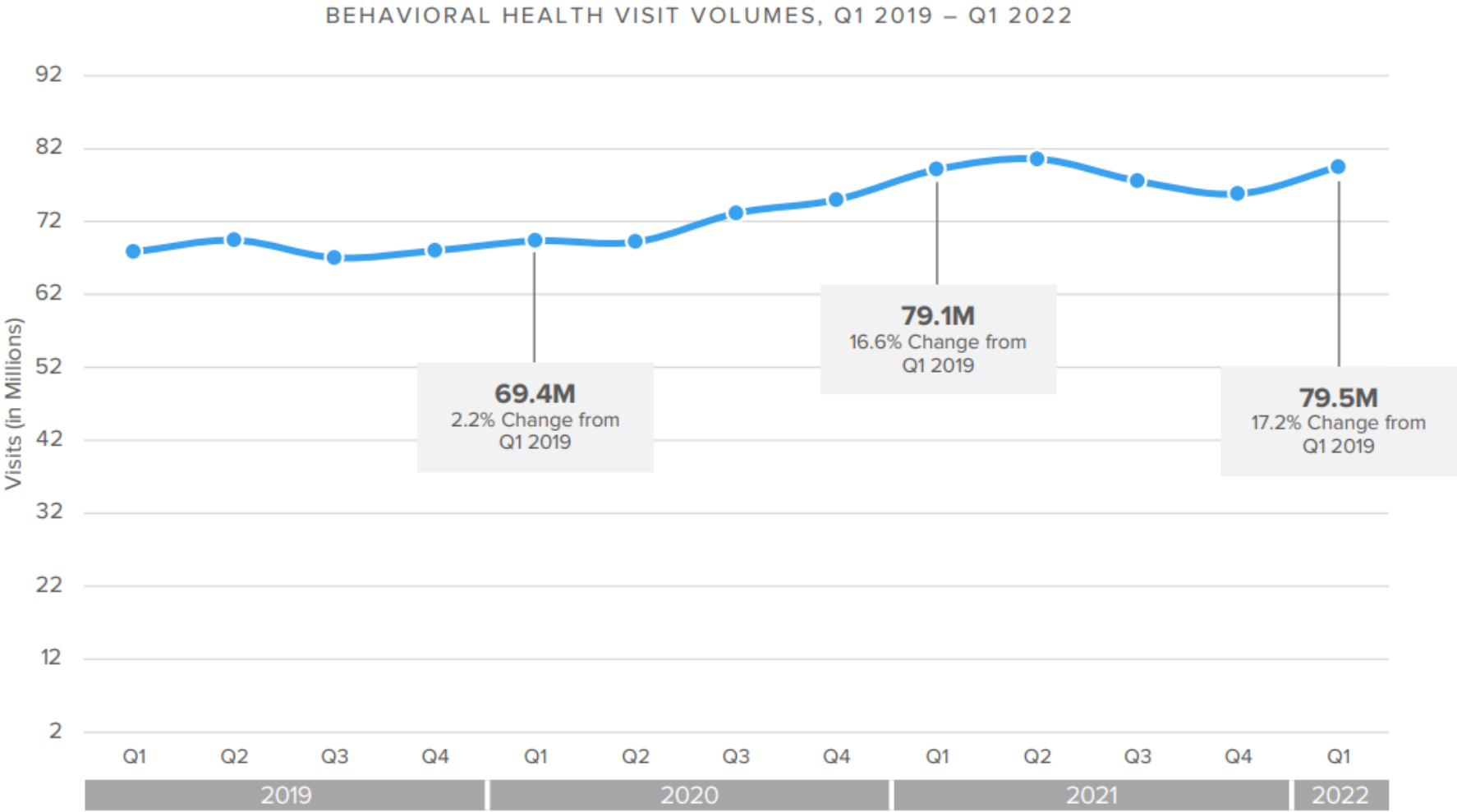
MA increasingly profitable for health plans

Average national rebate per MA enrollee



Source: Freed M, et al., "Medicare Advantage in 2021: Enrollment Update and Key Trends", KFF, June 2021; King, R., "Chartis Group: Medicare Advantage enrollment grew by 2.3M for 2022 as for-profit plans see boost", Fierce Healthcare, February 2022; "Health Care Spending and the Medicare Program, Medpac, July 2020.

A Looming Behavioral Health Crisis is a single point of failure



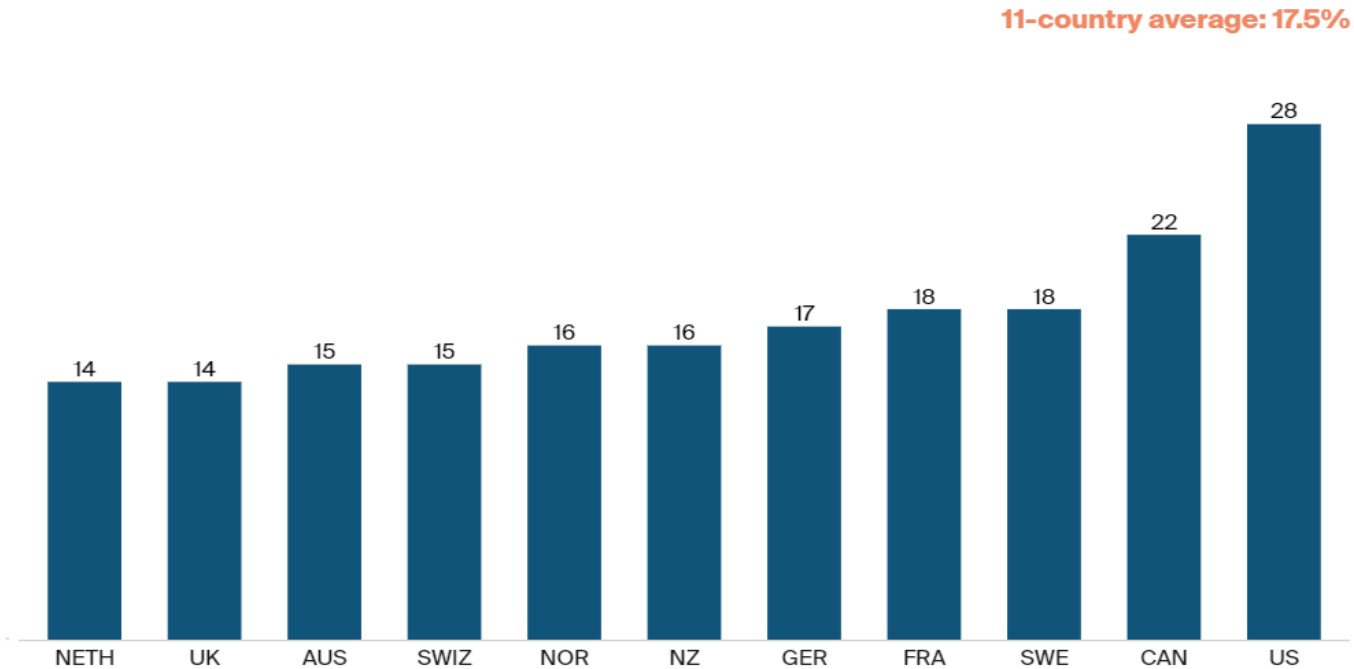
Source: Trilliant Health national all-payer claims database.

Last but Not Least - Tsunami of Chronic Disease

POPULATION HEALTH

U.S. Adults Have the Highest Chronic Disease Burden

Percent (%)

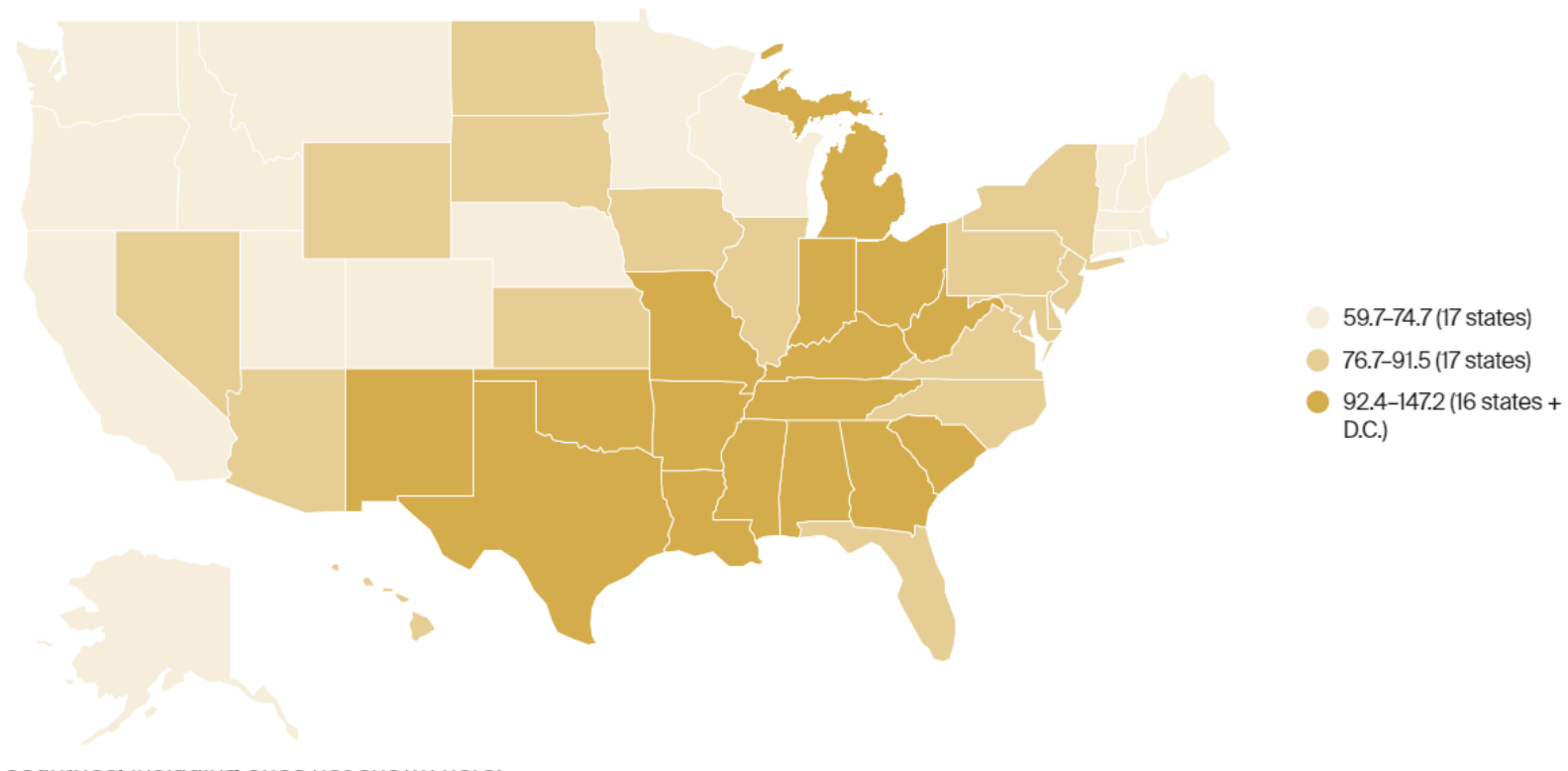


Source: Commonwealth Fund 2020

Uncontrolled Chronic Disease Was Already Unsustainable

With people postponing routine health services because of COVID-19, deaths from treatable conditions like heart disease and diabetes rose. These deaths were particularly high in the South and parts of the Midwest.

Deaths from health care treatable conditions before age 75, per 100,000 people



Source: Commonwealth Fund 2020 & 2022



Rural America's Disproportionate Share of Chronic Disease

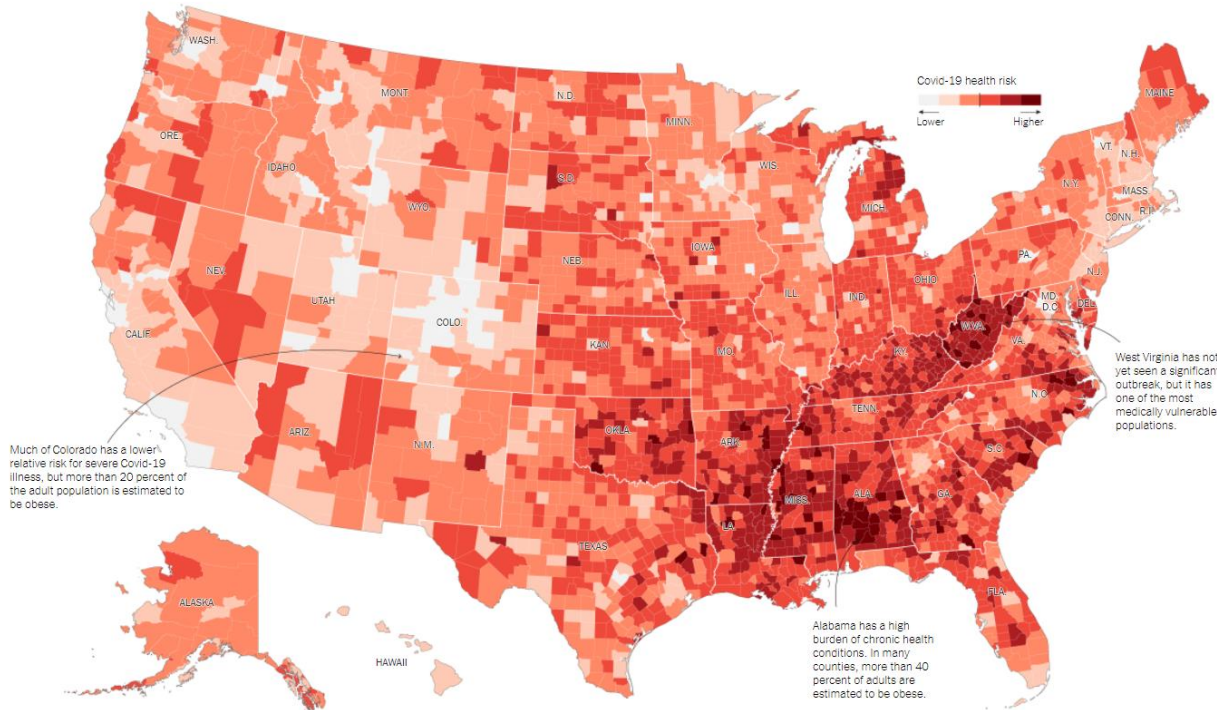
Over 45 million Americans live in poverty.

Closely associated with high rates of diabetes, inflammatory disease, low birth weights, obesity, mental illness and

lifespans 10 to 15 years lower than those of wealthy Americans

Map Source: <https://www.povertyusa.org/data>

COVID Exposed a Groundswell of Chronic Disease



38% OF US DEATHS ARE
ATTRIBUTABLE TO 4 BEHAVIORS:

**SMOKING
POOR DIET
PHYSICAL INACTIVITY
ALCOHOL USE.**

\$730.4 BILLION

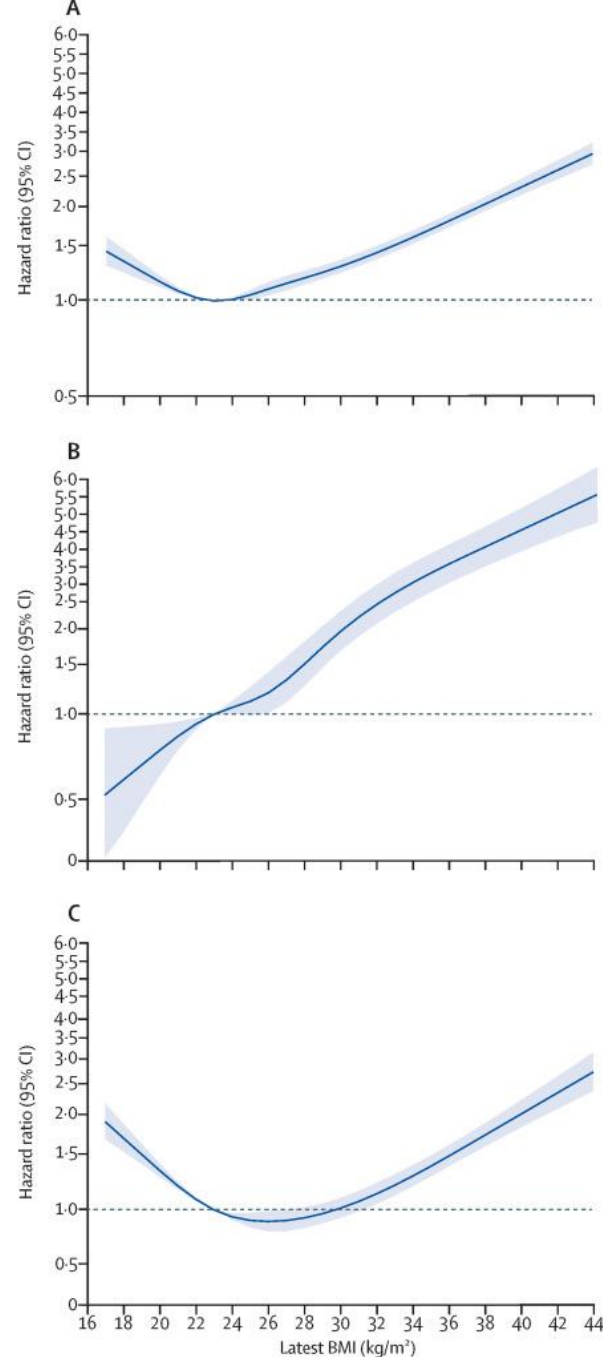
ALCOHOL USE.

SOURCE: THE LANCET Health-care spending attributable to modifiable risk factors in the USA: an economic attribution analysis 2020

COVID Exposed an "Occult" Obesity Crisis

46%

Higher Chance of
Contracting
COVID



Admission to Hospital

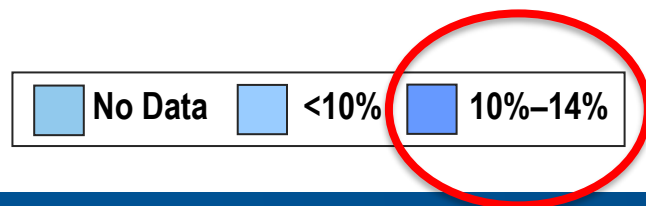
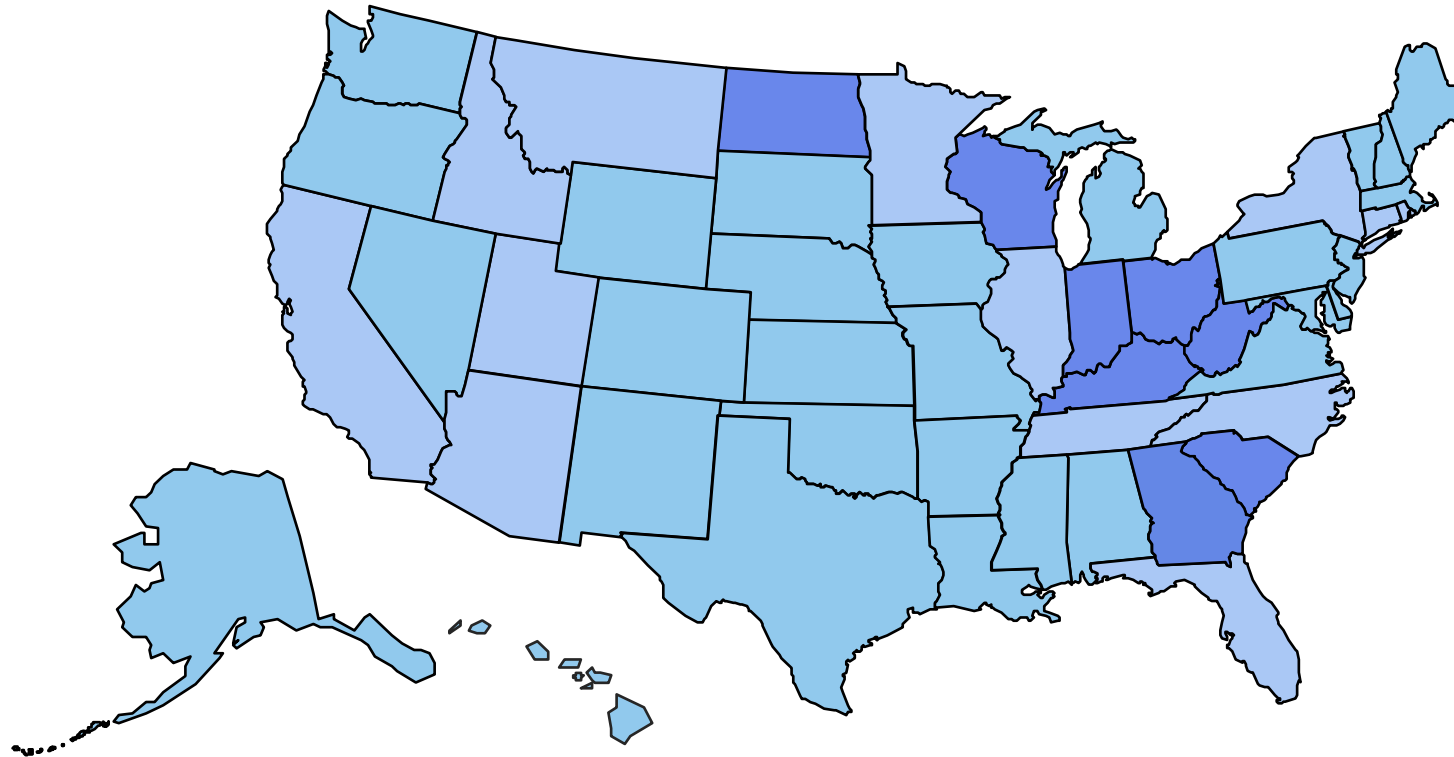
Admission to ICU

Death Due to COVID

Obesity Crisis – Occult or Obvious?

1985

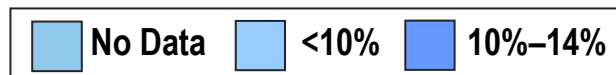
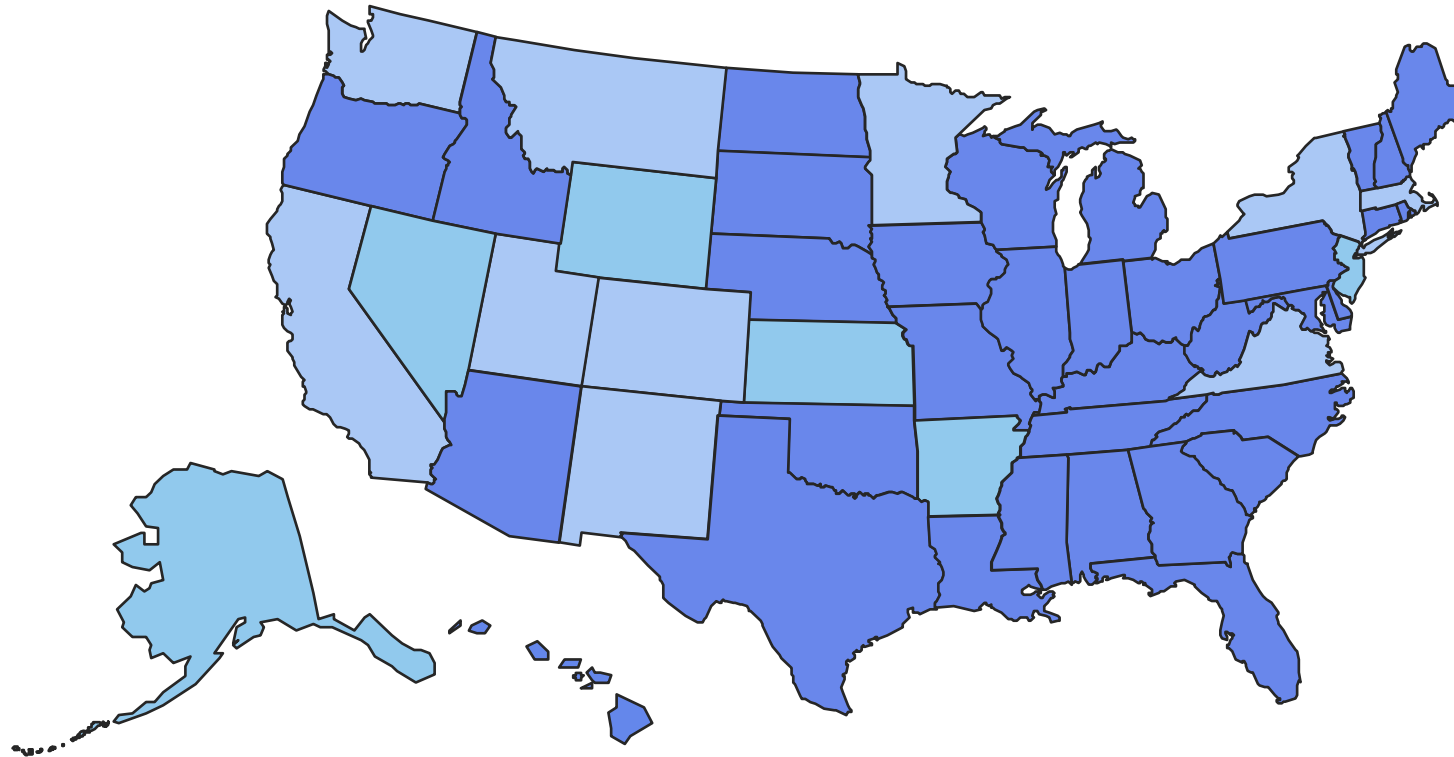
(*BMI ≥ 30 , or ~ 30 lbs. overweight for 5' 4" person)



Obesity Crisis – Occult or Obvious?

1990

(*BMI ≥ 30 , or ~ 30 lbs. overweight for 5' 4" person)



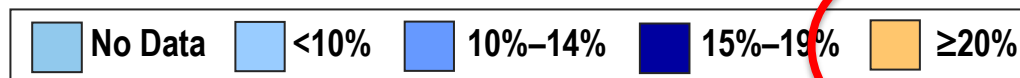
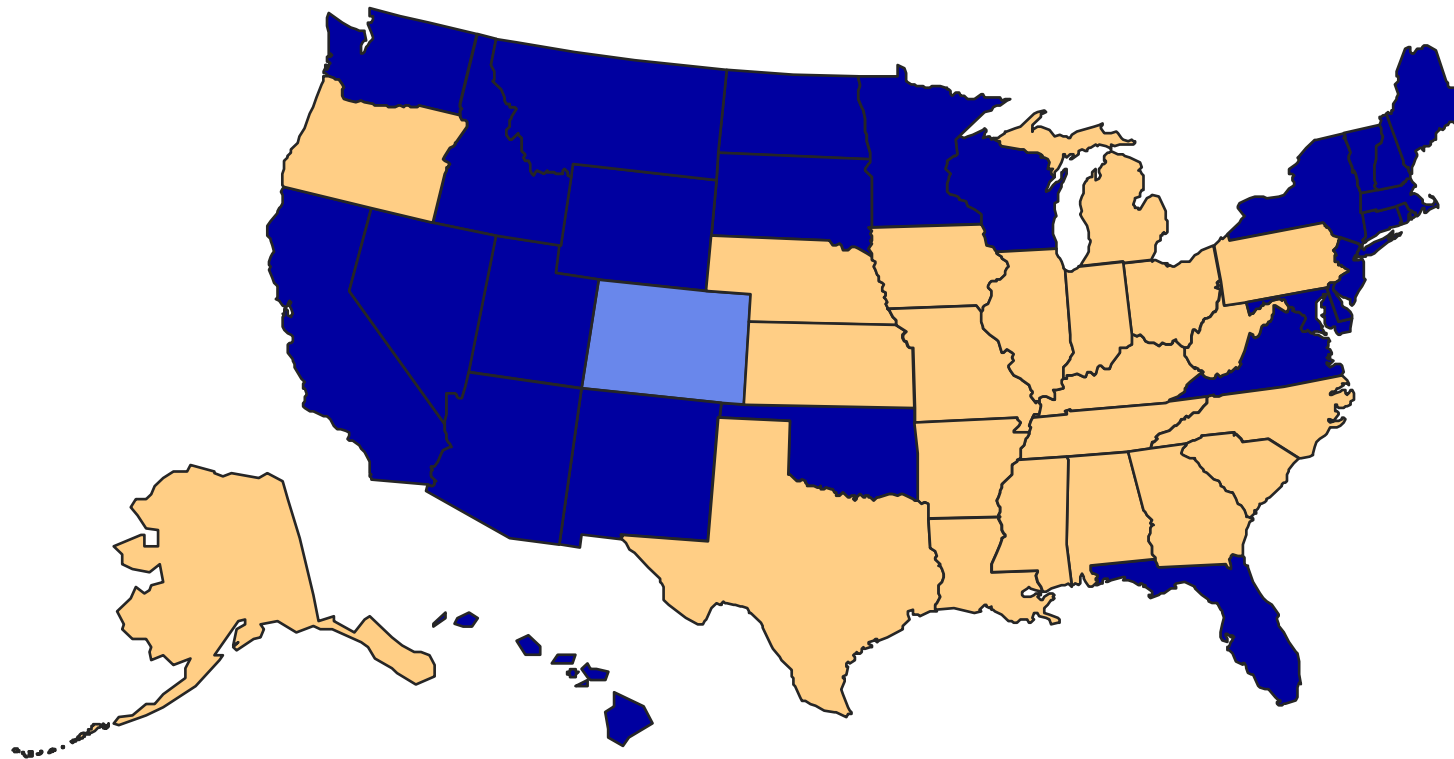
1996



Obesity Crisis – Occult or Obvious?

2000

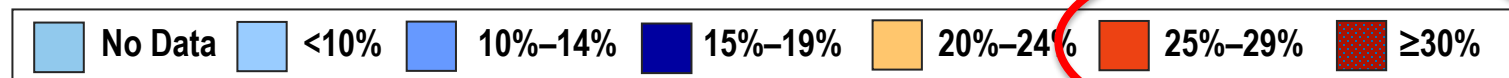
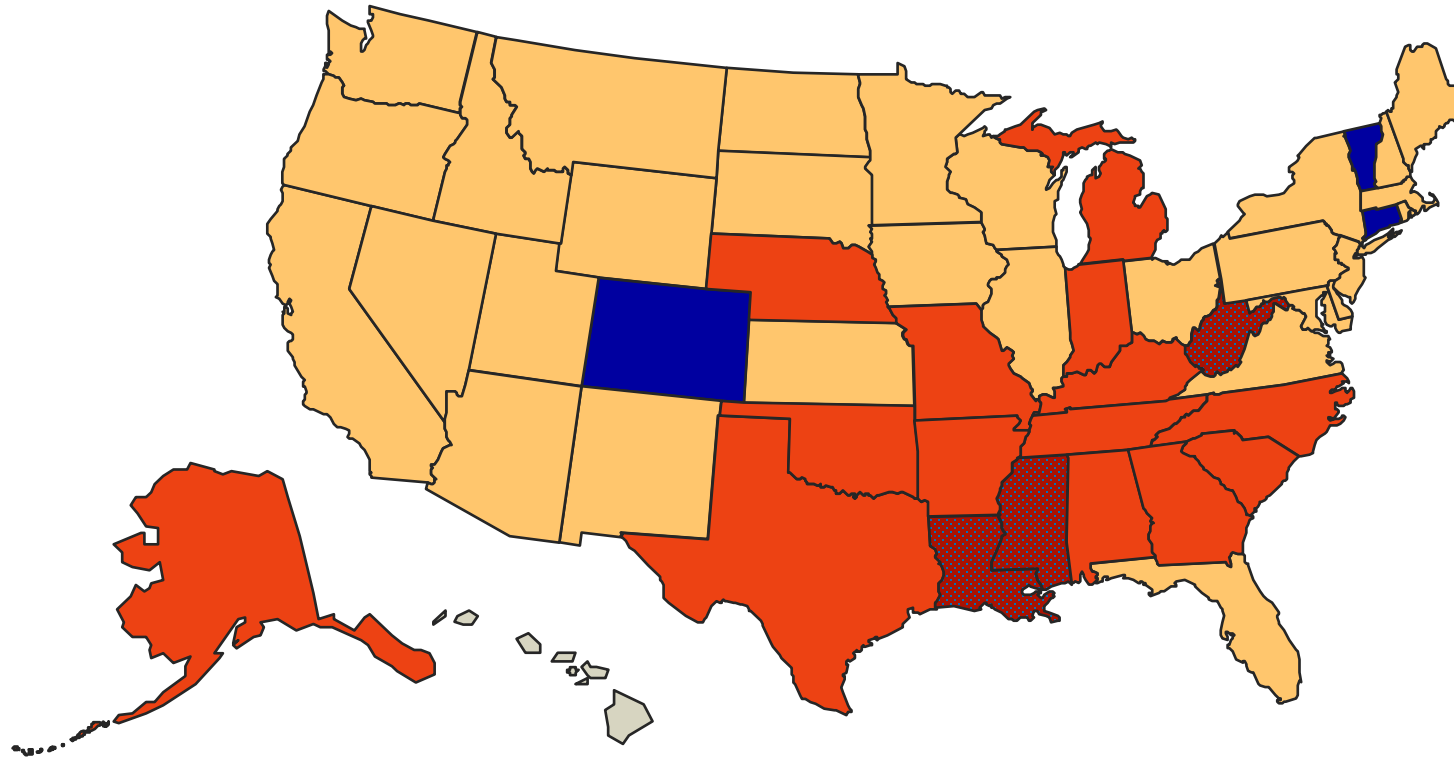
(*BMI ≥ 30 , or ~ 30 lbs. overweight for 5' 4" person)



Obesity Crisis – Occult or Obvious?

2005

(*BMI ≥ 30 , or ~ 30 lbs. overweight for 5' 4" person)



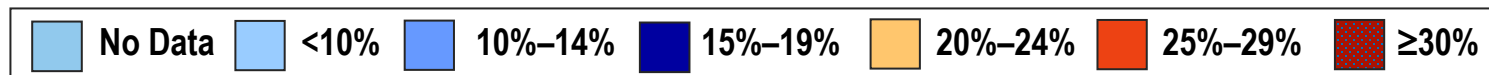
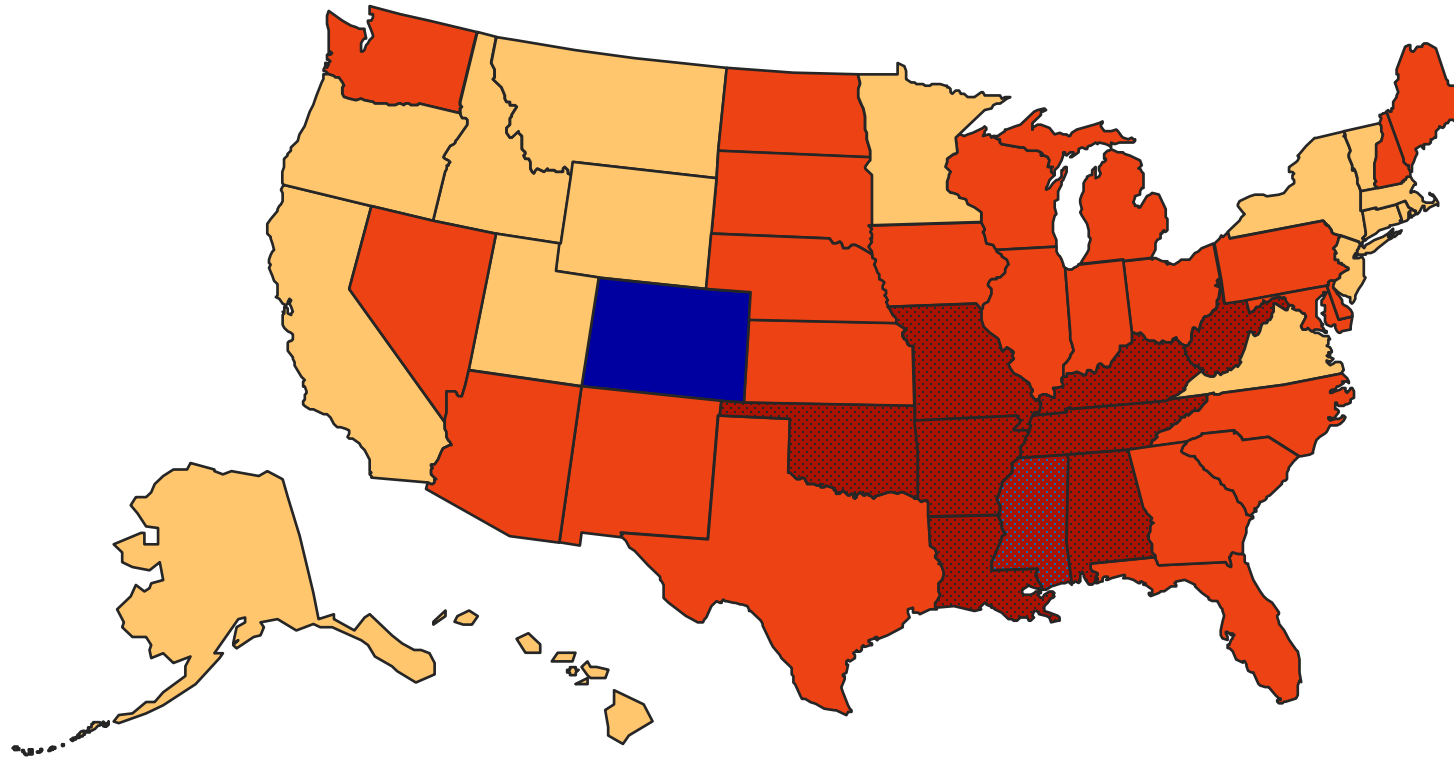
2007



Obesity Crisis – Occult or Obvious?

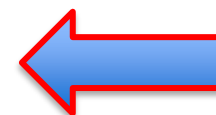
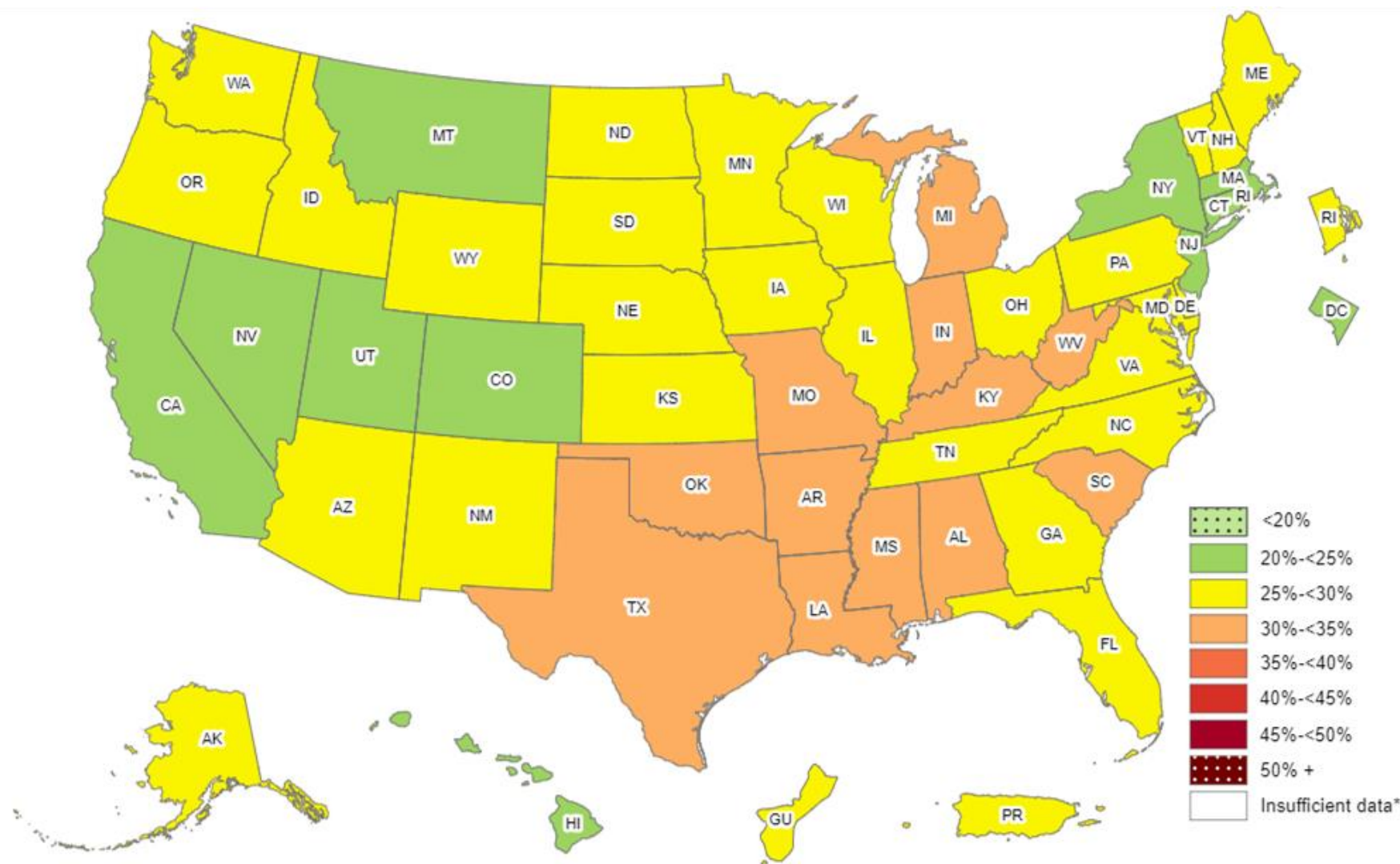
2009

(*BMI ≥ 30 , or ~ 30 lbs. overweight for 5' 4" person)

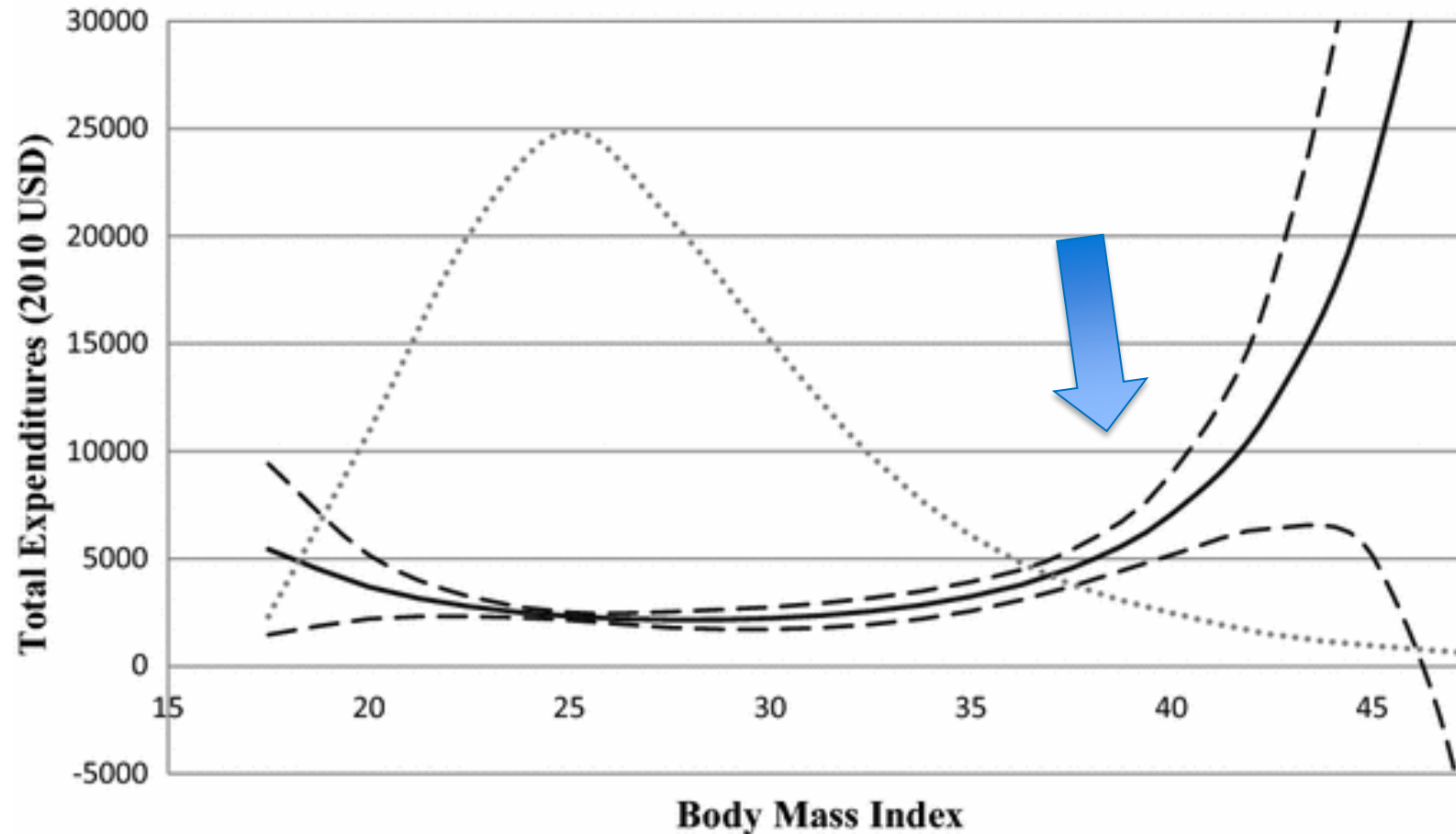


Obesity Crisis – Occult or Obvious?

2011-2021



A BMI of 40 is a "Single Point of Failure"



1999 - 2020

Obesity (BMI >30)
in Adults
Increased

30.5% to 41.9%


During the same time
Severe Obesity (BMI >40)
Increased

4.7% to 9.2%

[\(NHANES, 2021\)](#)

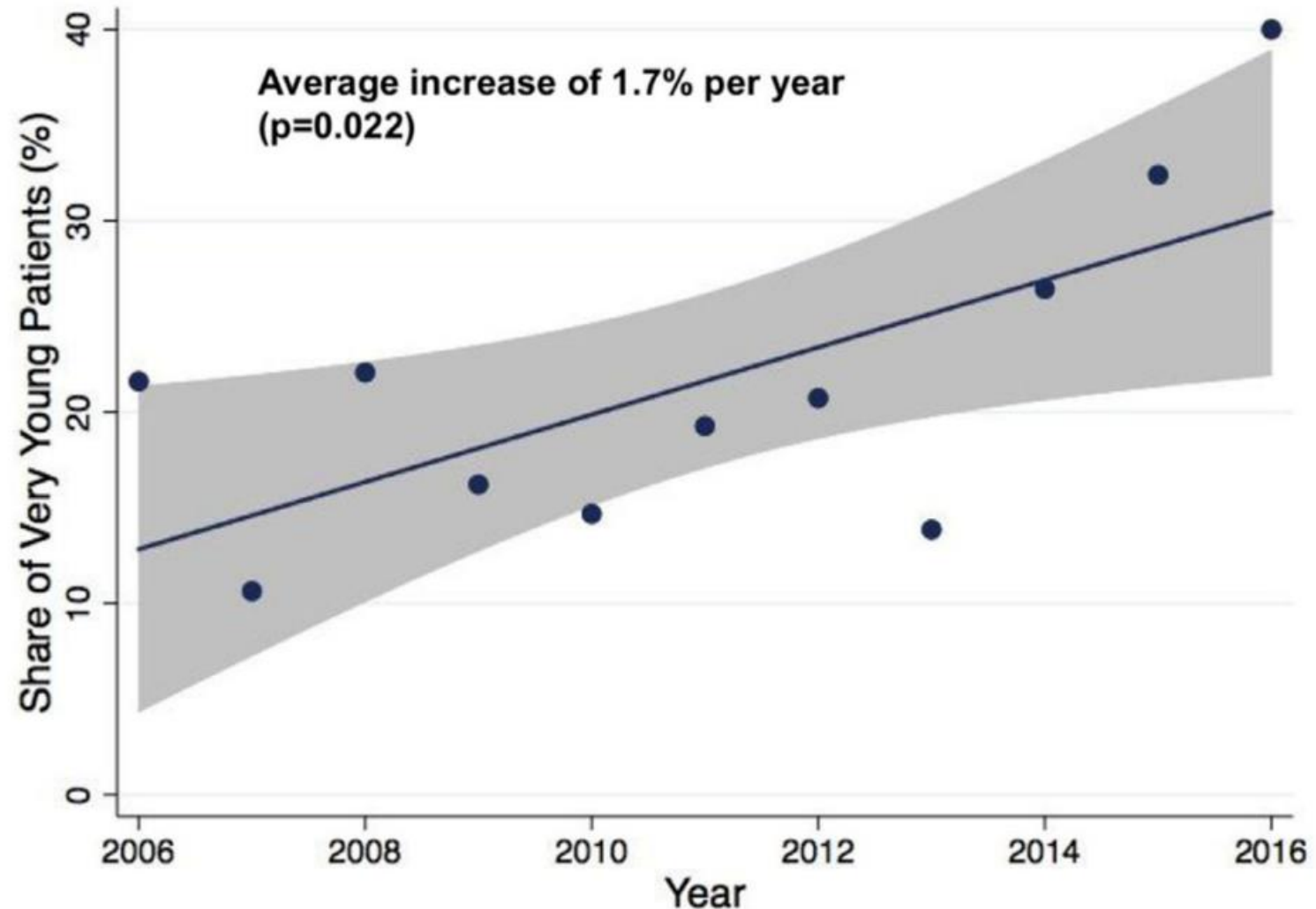
Are You Ready to Treat the Downstream Effects?

Age Adjusted Prevalence in 20-44 yr olds **2009-2020**

Obesity 33% > 40.9%  Hypertension 9% > 11.5%
Diabetes 2% > 4.1%

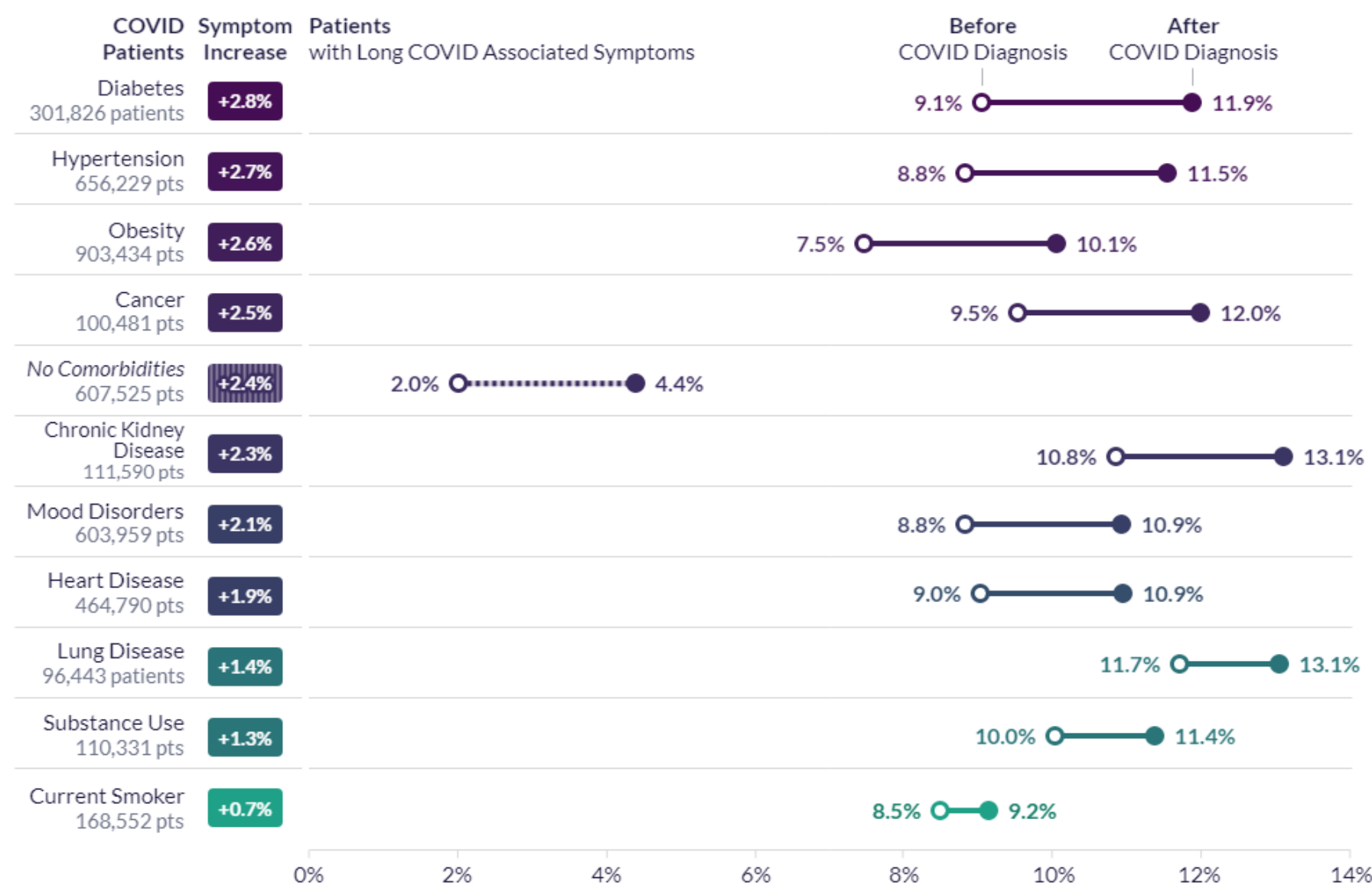
Life expectancy in US the lowest it has been since 1996!

Cardiovascular Disease...No Longer a Disease of Elderly



AM J Med 2020 May, Risk Factors and Outcomes of Very Young Adults Who Experience Myocardial Infarction:
The Partners YOUNG-MI Registry

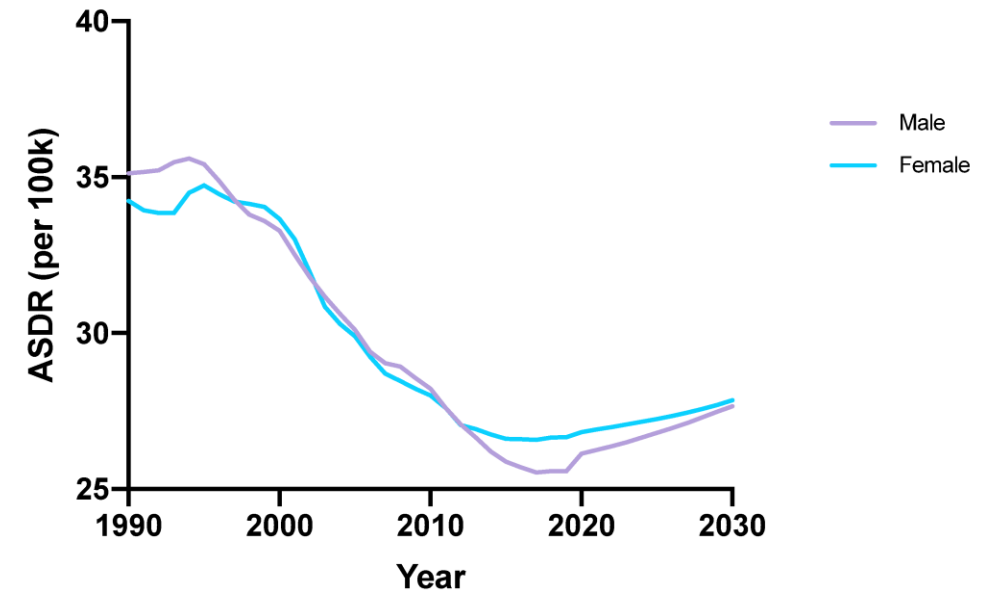
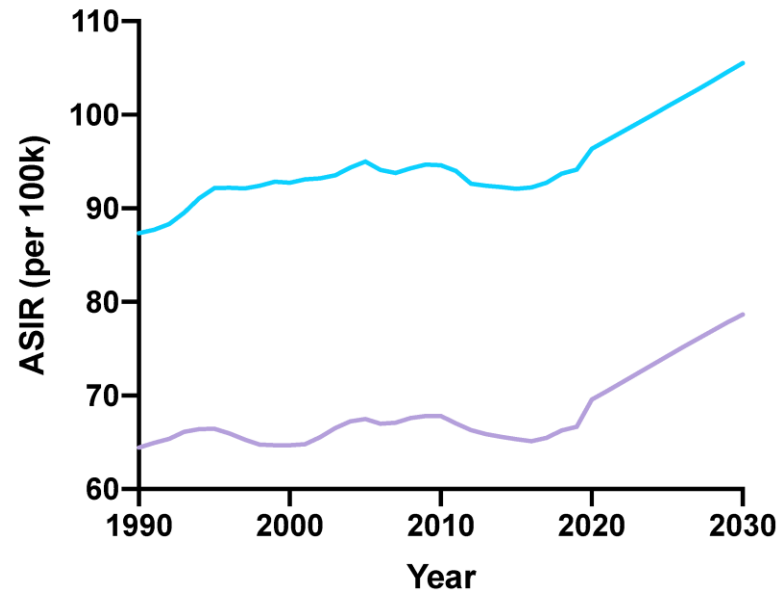
Chronic Disease's Correlation with Long COVID



"Long COVID by Comorbidity," 2022. EpicResearch.org

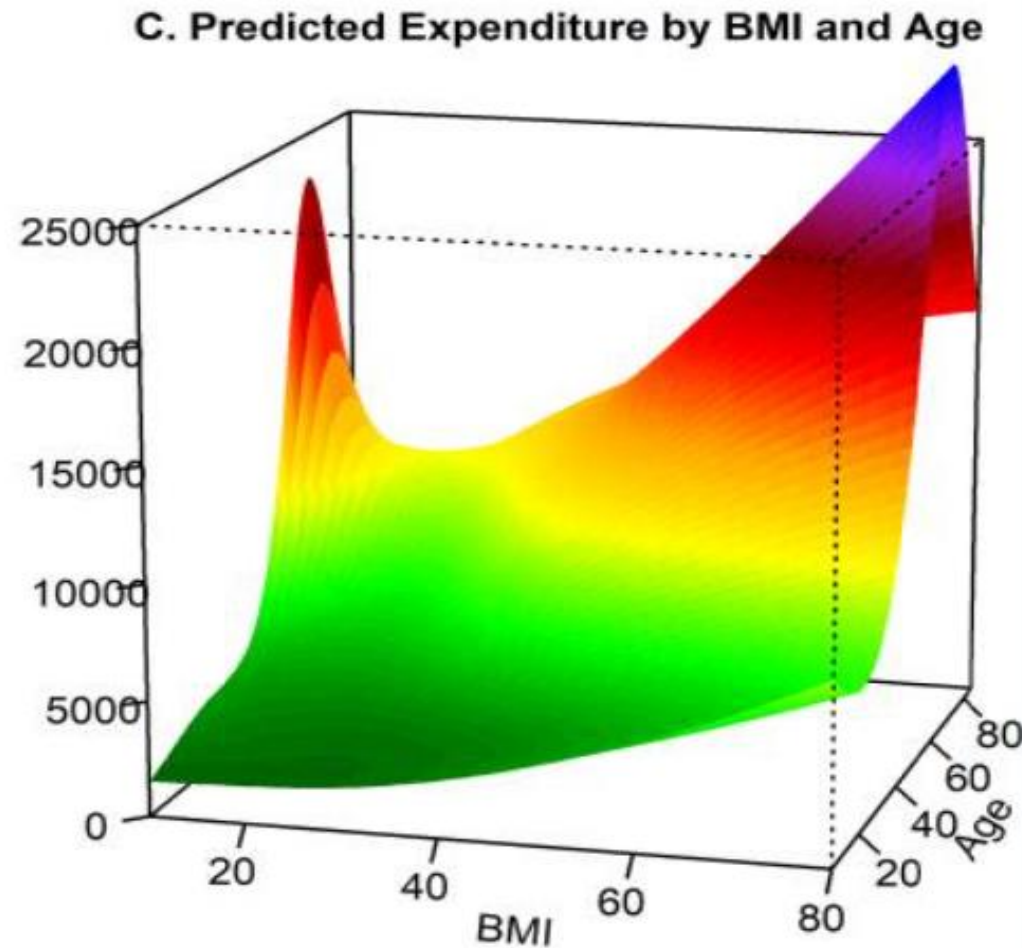
Cancer in Adults < 50 yrs old 1990-2019

Figure S11



79.1% increase of the incidence v.s. 1990, the mortality number of early-onset cancer only increased by **27.7%**

The Heavy Toll of a BMI above 40



Association of body mass index with health care expenditures in the United States by age and sex 2021

COVID Exposed Many Vulnerabilities...and Opportunities

“While COVID has been the driving force behind **high rates of excess deaths** across the U.S., states with historically strong health systems

Value-Based Care

generally had **lower rates than states with weaker health systems.**”

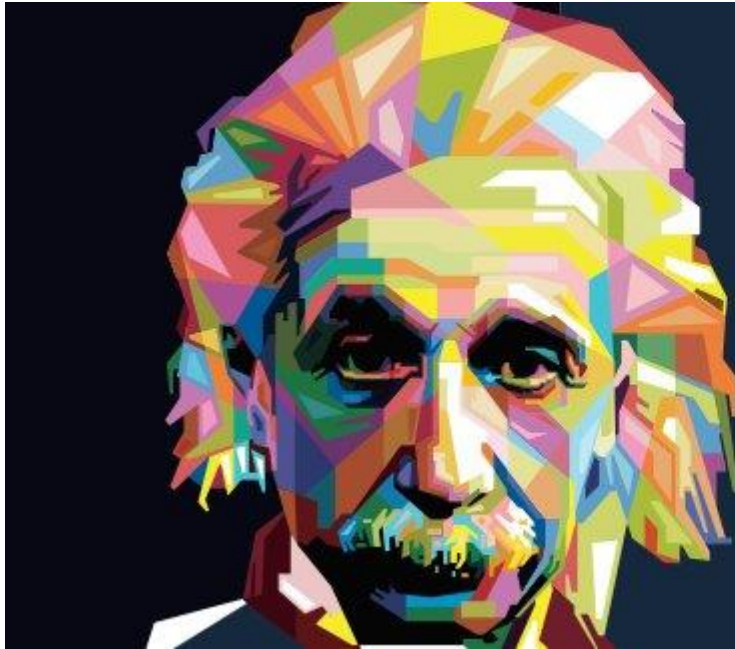
Commonwealth Fund

2022



Utilitas

Healthcare Delivery Demands a Highly Functional and Responsive Network



“The definition of insanity is doing the same thing over and over again—but expecting different results.”

The “Blueprint” for a New Foundation is Out There

Commonwealth analysis shows that the U.S. has the highest rates of avoidable mortality because of people not receiving timely, high-quality care.

- ☐ Improve Access (Investment in Primary Care)
- ☐ Move Care to Lowest Cost settings
- ☐ Promote incentives to cut down on wasteful care



- ☐ **Communication Across Care Settings**

Source: Commonwealth Fund 2020

Team-Based Medicine is Evidence-Based Medicine

“High-value primary care is the provisions of whole-person, integrated, accessible, and equitable care by interprofessional teams that are accountable for addressing the majority of an individual’s health and wellness needs across settings.”

National Academy of Sciences, Engineering, and Medicine

American Academy of Family Physicians

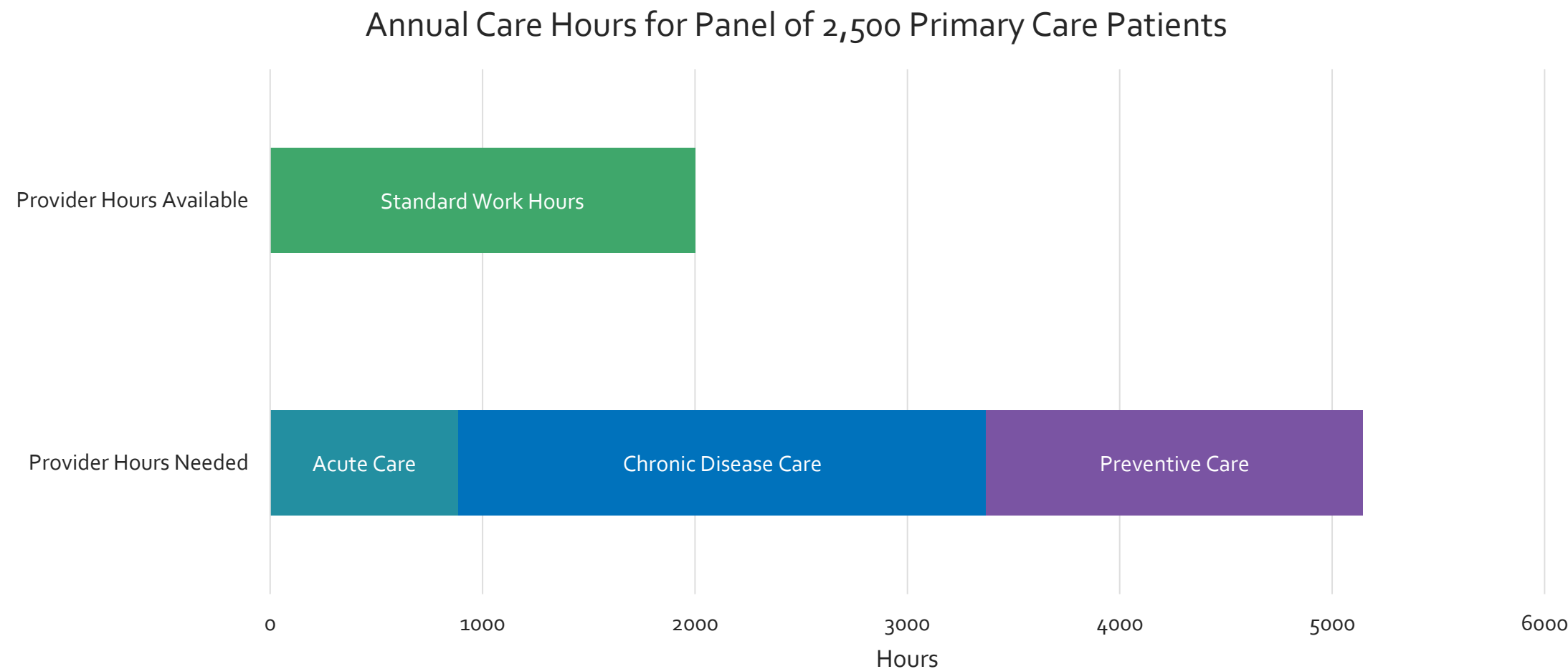
American College of Cardiology

U.S. Preventive Services Task Force - USPSTF

Agency for Healthcare Research and Quality – AHRQ

CDC

Key Take-Away: Traditional Primary Care is Unsustainable



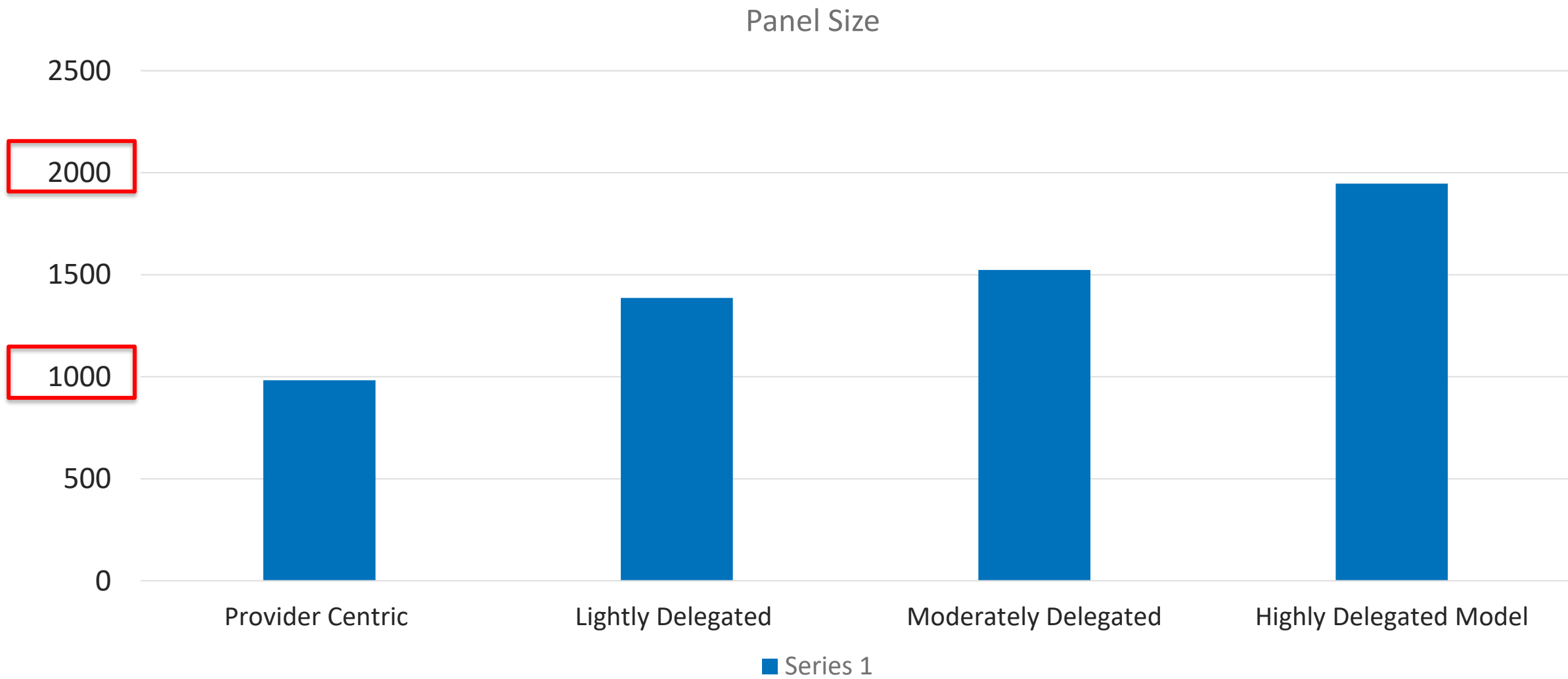
Source: Altschuler et al. (2012) Estimating a Reasonable Patient Panel Size for Primary Care Physicians with Team-Based Task Delegation. *Annals of Family Medicine*. doi:10.1370/afm.1400

Team Based Care is the only way to meet the Demand!

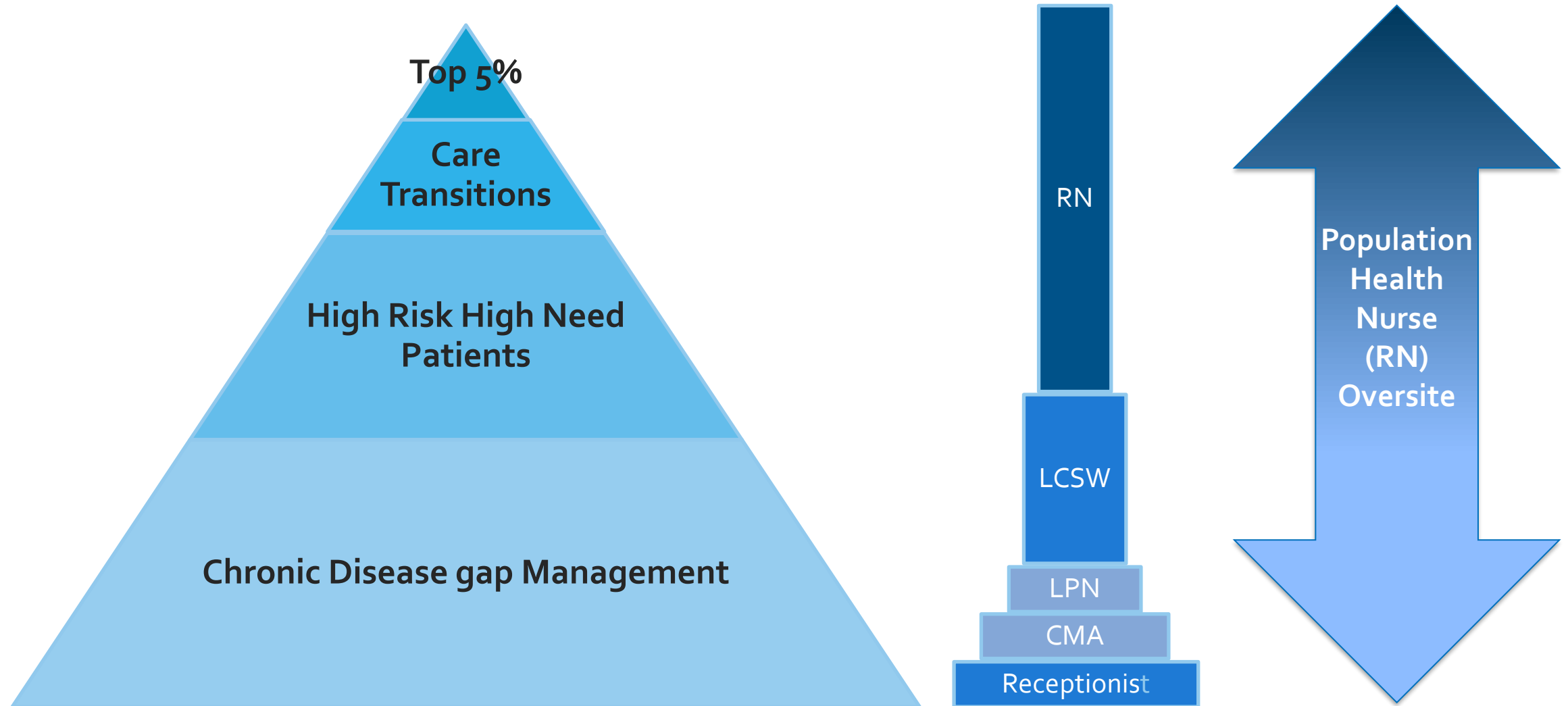
| Task | Physician alone | Team-based care |
|----------------------------------|-----------------|-----------------|
| Preventive care (AWV) | 14.1 | 2 |
| Chronic care (CCM) | 7.2 | 3.6 |
| Acute care | 2.2 | 1.1 |
| Documentation & inbox management | 3.2 | 2.6 |
| Total physician hours | 26.7 | 9.3 |

Source: Porter J, Boyd C, Skandari MR, Laiteerapong N. Revisiting the time needed to provide adult primary care. *J Gen Intern Med.* July 1, 2023

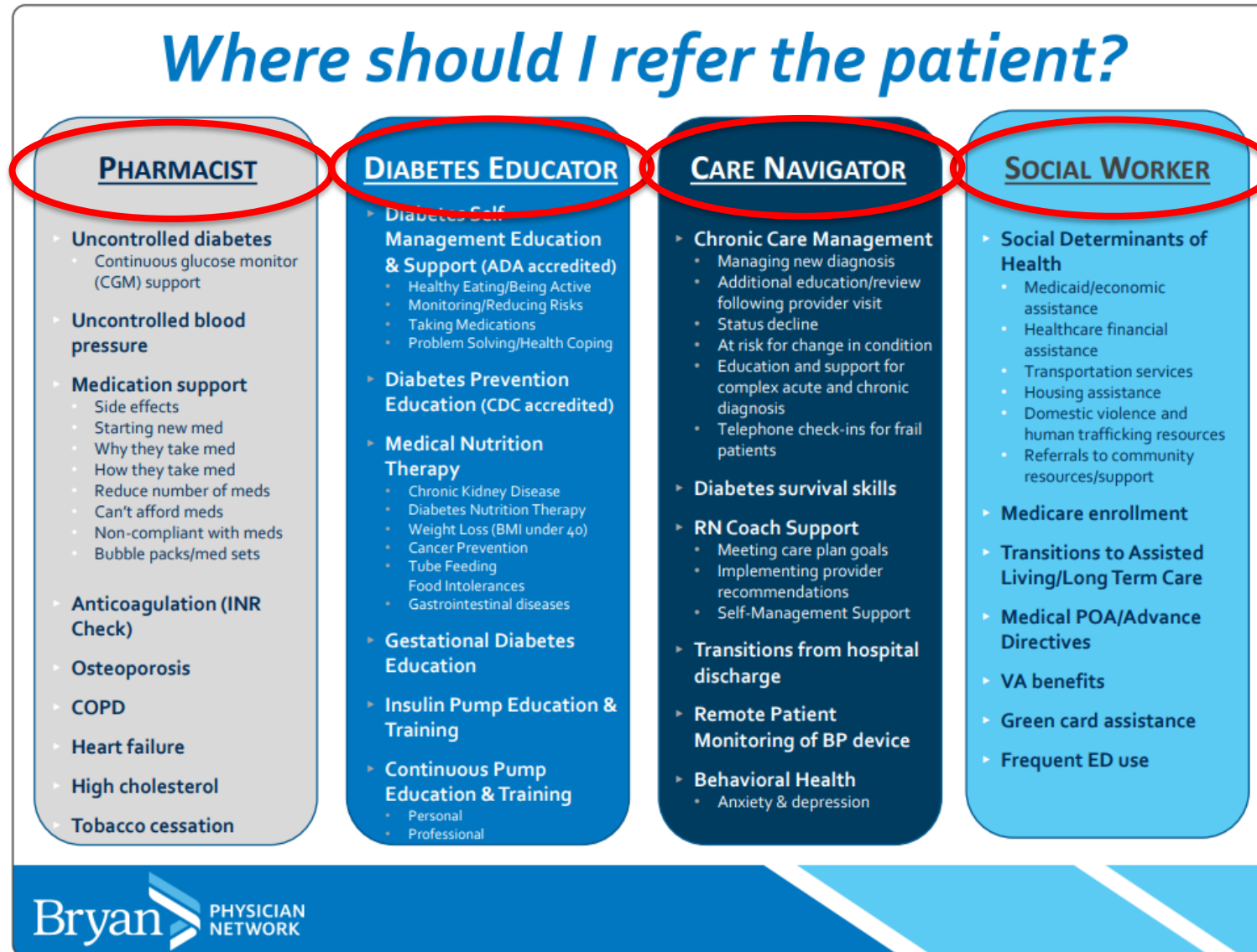
Teams Double Physician Capacity and Improve Access



Delegating Work to “Top of License” to Achieve Triple Aim



The Work of Many Hands Lightens the Chronic Disease Load

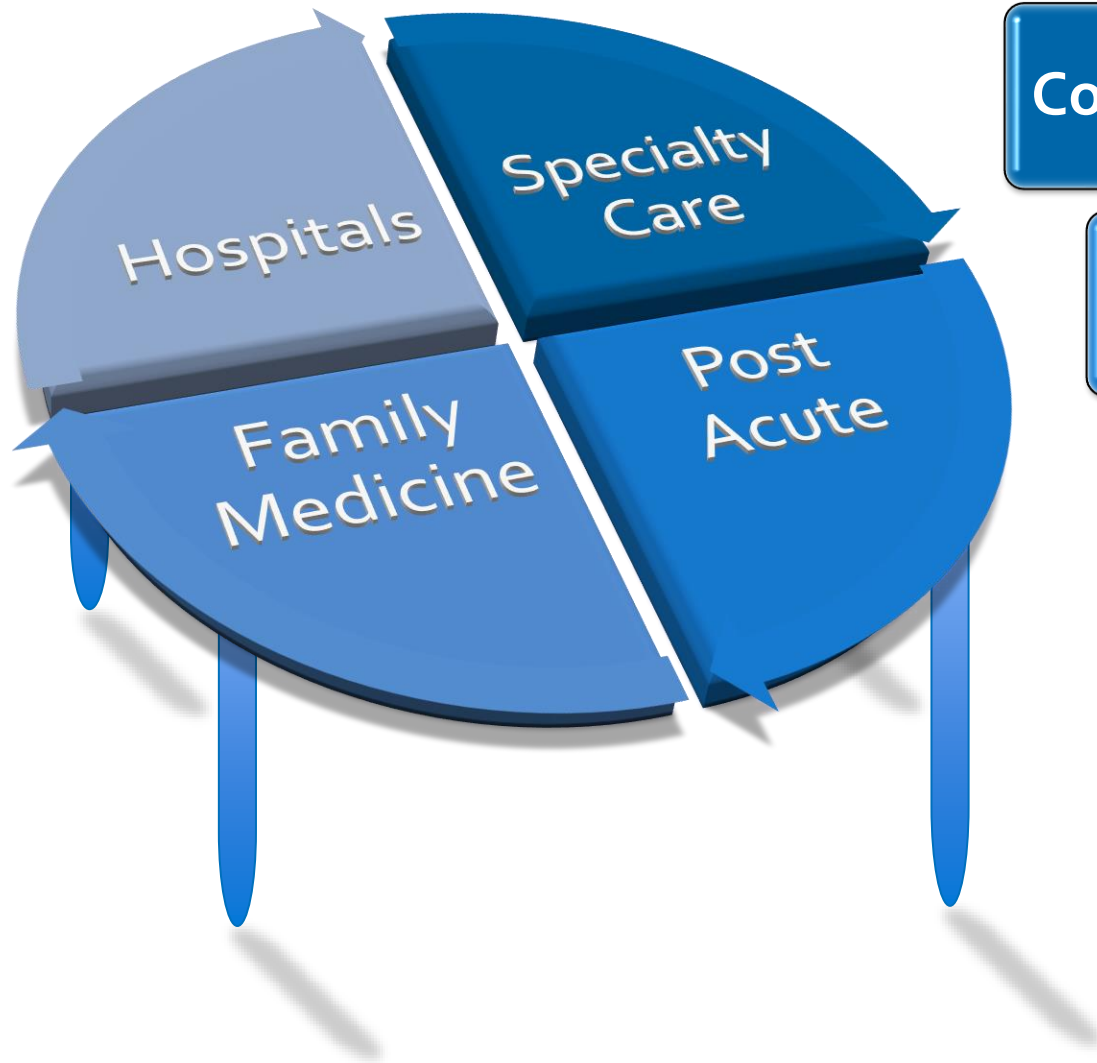


You Have to Invest & Incent to Reap the Rewards

| | Barrier | Facilitator |
|--------------------------------|---------|-------------|
| Family Context | ● | ● |
| Policy and Available Resources | ● | |
| Physician Buy-In | ● | ● |
| Relationship Building | | ● |
| Team Communication Practices | | ● |
| Autonomy of Care Managers | | ● |
| Training in Technology | | ● |
| Relationships with Patients | | ● |
| Time Pressure and Workload | ● | |

Source - <https://www.annfammed.org/content/annalsfm/18/4/355.full.pdf>

Clinically Integrated Networks are the Solution



Commitment to the Cause

Cooperative Infrastructure

Cohesive Database

Contractual terms with Payers

Clinical Excellence

The background of the slide is a dark blue field filled with intricate, light blue technical drawings. These drawings include various geometric shapes such as circles, arcs, and rectangles, along with lines representing mechanical components like gears and shafts. Some areas are filled with diagonal hatching, and there are small numbers and letters scattered throughout, giving it the appearance of a complex engineering blueprint.

Venustas

Delivering Value for Every Patient Every Time is “a thing of beauty”

Bryan  Health

Great Architectural Design is “a thing of beauty”



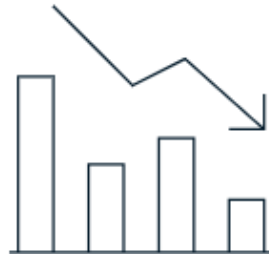
The Math of Value-Based Care Adds Up

The equation for the math of ACOs.



Bonus payments

Effective shared savings received by organization for ACO performance



Demand destruction

Loss of revenue due to reduced utilization from ACO population and spillover effects from non-ACO patients



Market share gains

Increased share due to improved network status and reduced system leakage



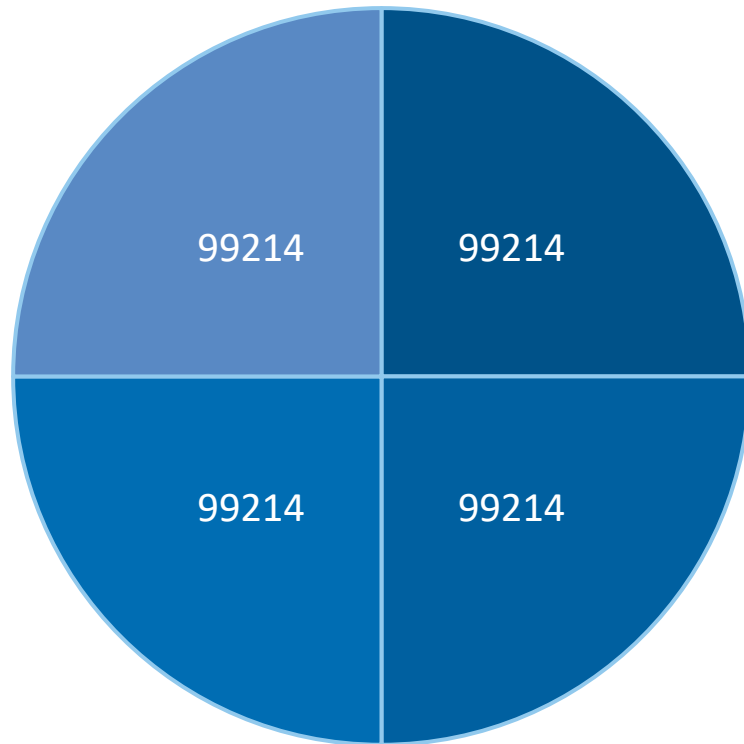
Operating costs

Incurring fixed and variable costs associated with running an ACO

ACO, accountable care organization.

McKinsey
& Company

Traditional Primary Care Doesn't Pay the Bills



Provider time: 80 minutes

Patient touchpoints: 4

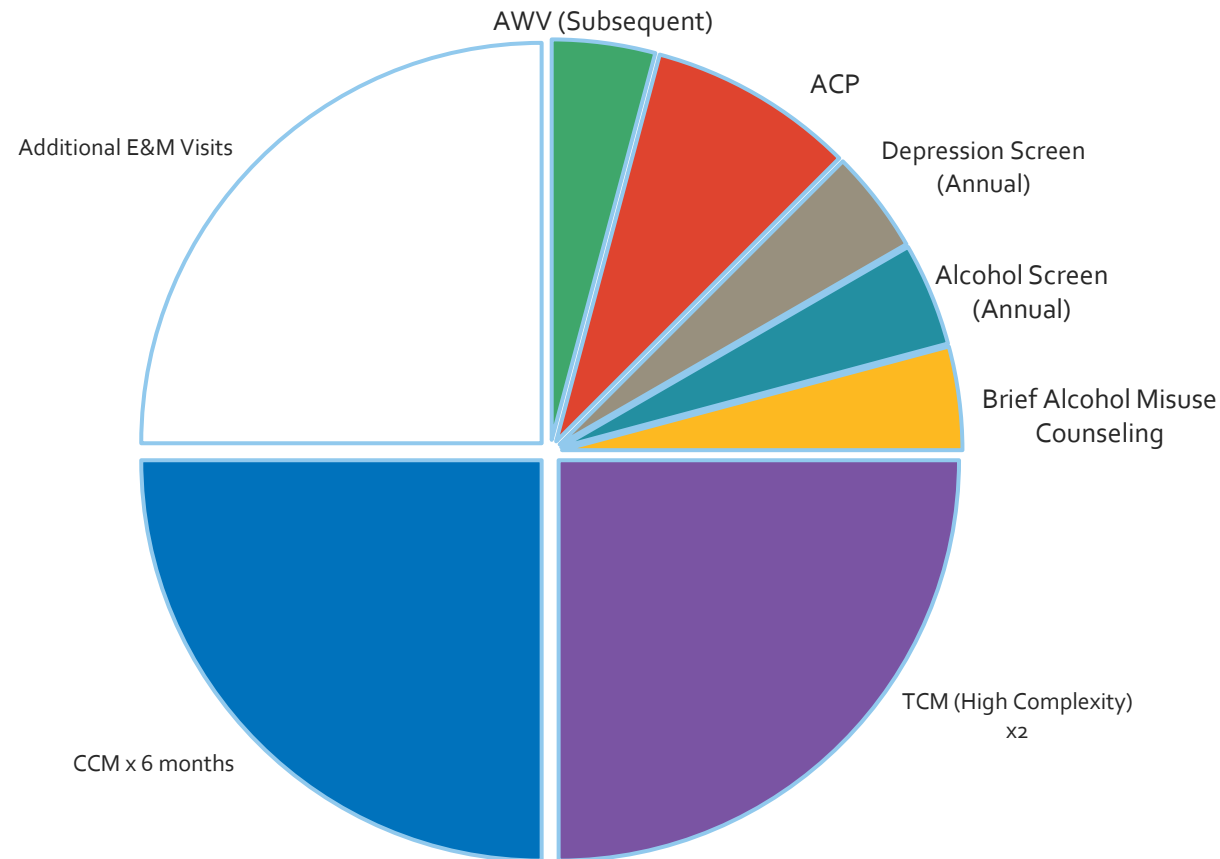
wRVUs^{1,2}: 8.12

Revenue¹: \$441.72 FFS, \$504 RHC AIR

¹FFS

²RHC

More Access Results in More Revenue – A “thing of beauty”



Provider time: 90 minutes

Patient touchpoints: 19+

Additional wRVUs: 13+

Additional Revenue: \$800-1200

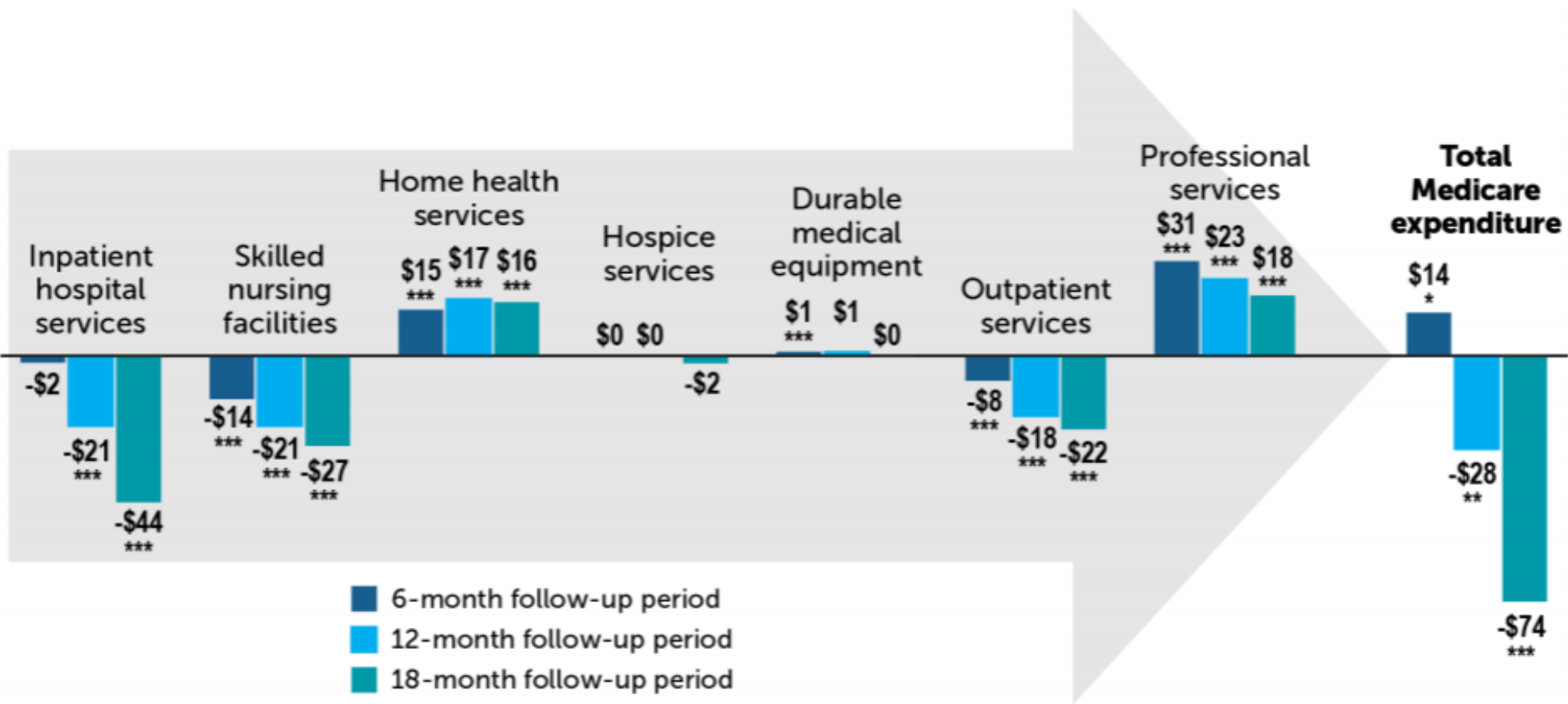
Annual Wellness Visit is “a thing of beauty”

- Patients who received an AWW in the index month had a **5.7%** reduction in adjusted total healthcare costs over the ensuing 11 months.
- Beneficiaries who had an AWW were also more likely to receive recommended preventive clinical services.

Source: Beckman *et al.* Medicare Annual Wellness Visit Association with Healthcare Quality and Costs. *American Journal of Managed Care* 2019 25(3), e76-e82

Care Management is “a thing of beauty”

Figure ES.2. Estimated PBPM impact of CCM on total expenditures and by expenditure category: 6-, 12-, and 18-month follow-up periods



Source: Medicare 2014–2016 enrollment and FFS claims data.

Transitional Care Management is “a thing of beauty”

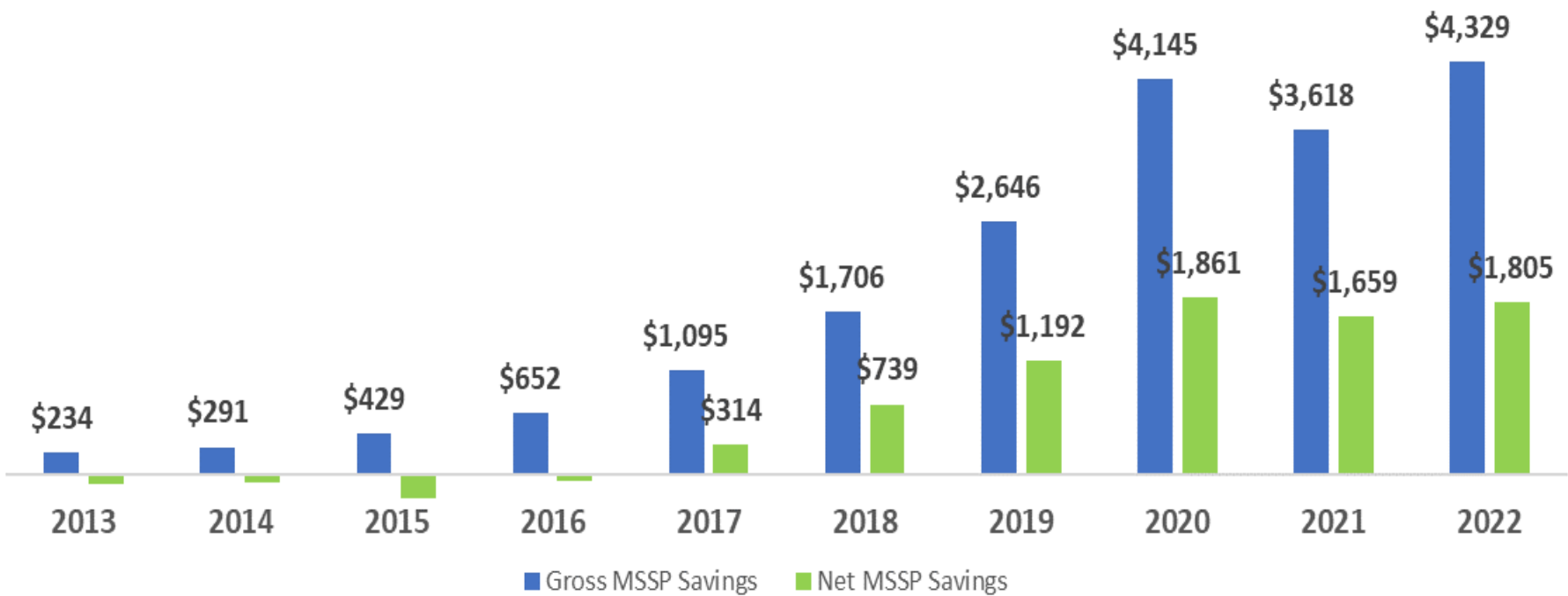
- Total cost of care 11.1% lower for beneficiaries with TCM services*
- 0.6% higher mortality among eligible beneficiaries who didn't receive TCM*

Source: Bindman & Cox. 2018. Changes in health Care Costs and Mortality Associated with Transitional Care Management Services after a Discharge Among Medicare Beneficiaries.
<https://jamanetwork.com/journals/jamainternalmedicine/fullarticle/2687989>

The CMS Investment in ACOs Has Paid Off Over Time

Total Shared Savings Program Savings

Numbers in Millions (\$)



2022

10.3 Million seniors
\$4.3B savings

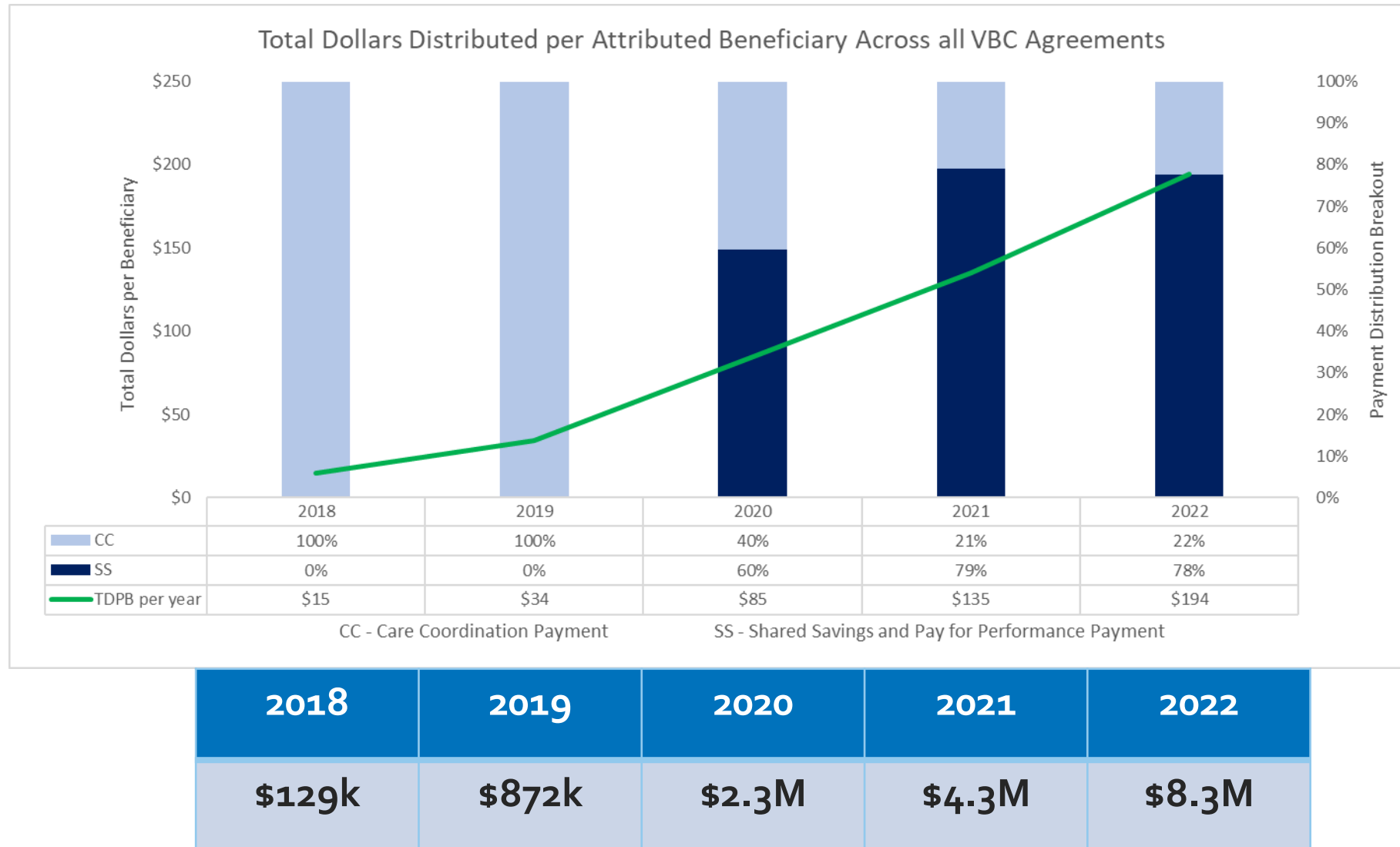
\$21B over 10 yrs

Our ACO's in Nebraska are "a thing of beauty"

Seven Nebraska Based ACO's:

- Bryan Health Connect
 - CHI Health Partners
 - Midwest Health Coalition
 - Nebraska Health Network
 - NPG
 - One Health
 - Think Health
- **111, 161** Medicare Beneficiaries
 - 4/7 **100%** Quality Score
 - 6 showed net savings
 - Net savings for all seven was **~\$40.3 million**
 - Six received **shared savings** bonuses from CMS

Getting Paid for Value is "a thing of beauty"



Improving Chronic Disease is “a thing of beauty”

Quality continues to improve



Nearly all ACOs – 99 percent – met quality standards required to share in savings for the 2021 performance year.

ACOs had higher average performance on quality measures compared to clinicians not in ACOs, including better performance on:

- ✓ Diabetes and blood pressure control,
- ✓ Breast and colon cancer screenings,
- ✓ Flu vaccinations, and tobacco screenings,
- ✓ Statin therapy for the treatment and prevention of cardiovascular disease, and other measures.



34 ACOs recorded a perfect score of 100!



Less Preventable Hospitalizations

Less Preventable Deaths

Less Heart Attacks

Less Strokes

Less Major Cancer

Less Long COVID

Less

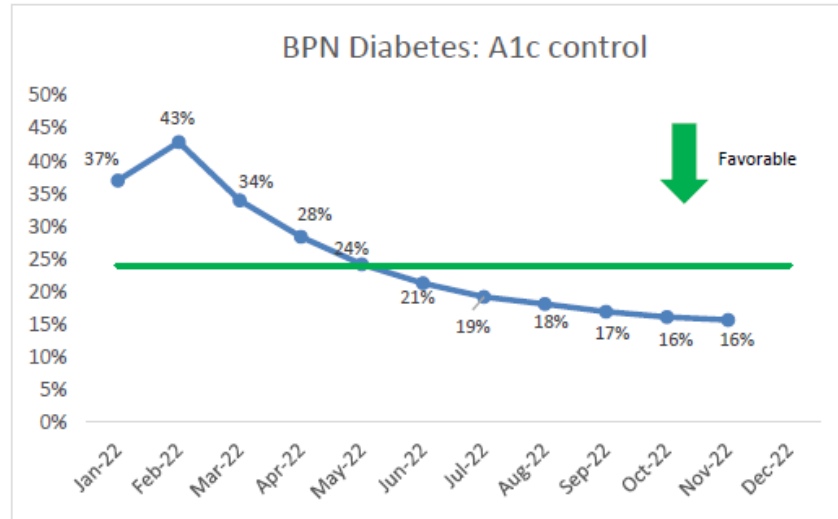
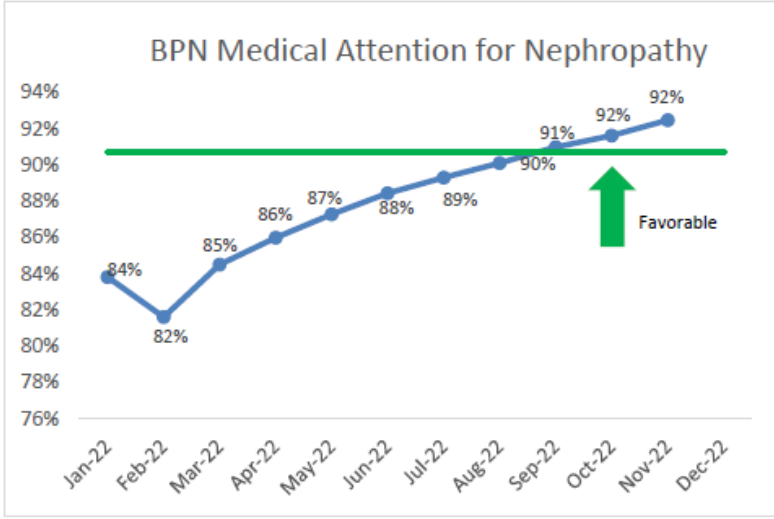
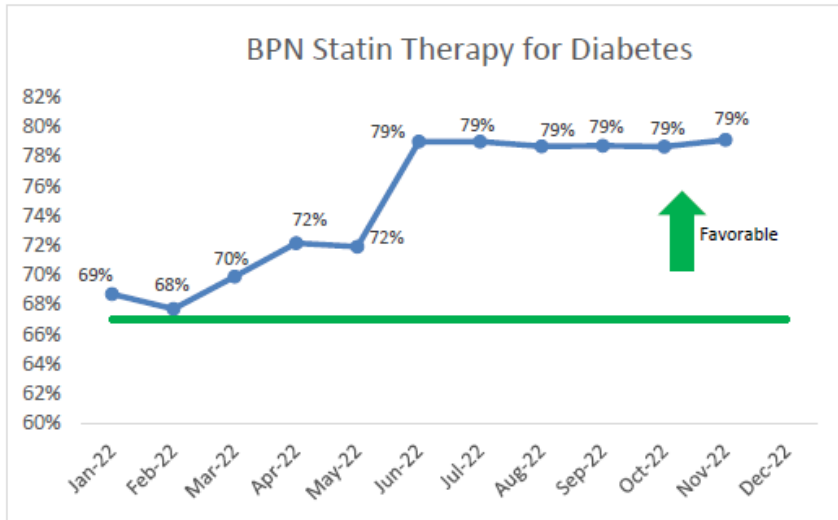
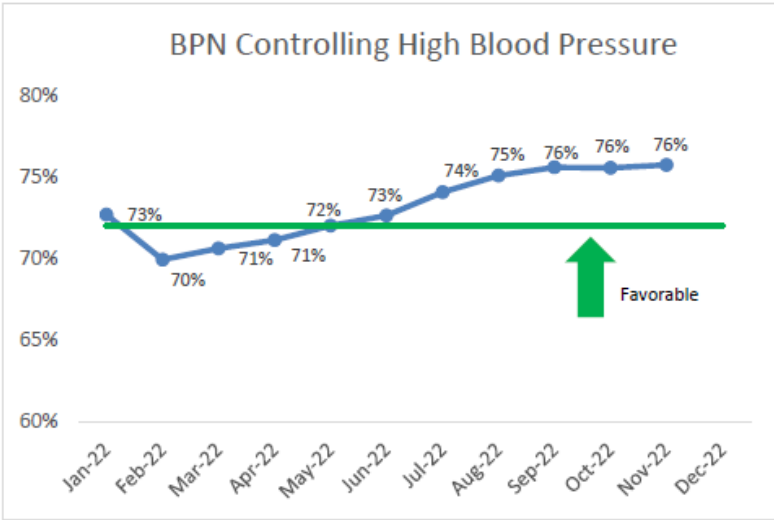
www.naacos.com

7

Less

Less

Team's Getting More Patients to Goal is "a thing of beauty"



Breaking Bad Habits is "a thing of beauty"

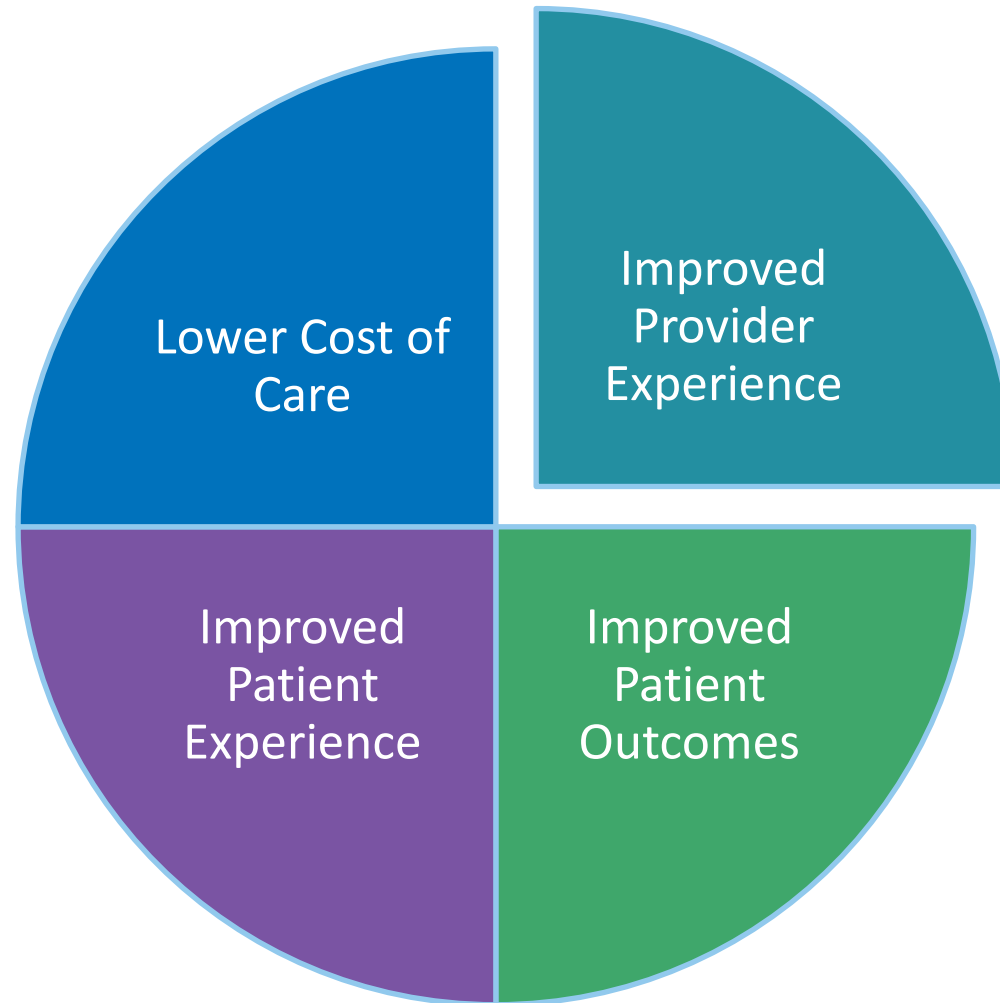
110 000 deaths/yr
prevented in US
if adults
40 to 85
increased
physical activity
10 minutes per day!



"What fits your busy schedule better, exercising one hour a day or being dead 24 hours a day?"

Source: [Estimated Number of Deaths Prevented Through Increased Physical Activity Among US Adults | Cardiology | JAMA Internal Medicine](#)

Improving Provider Wellbeing is a “thing of beauty”



Value-Based Care is Part of the Solution to Burnout

“

Any health care organization that recognized it had a system issue that threatened quality of care, eroded patient satisfaction, and limited access to care would rapidly mobilize organizational resources to address the problem.

Burnout is precisely such a system issue. ”

- Dr. Tait Shanafelt & Dr. John Noseworthy, Mayo Clinic

Shanafelt & Noseworthy. Executive Leadership and Physician Well-being: Nine Organizational Strategies to Promote Engagement and Reduce Burden. *Mayo Clinic Proceedings* 2017 92(1):129-146c

What do you wish you had more of each day at Work?

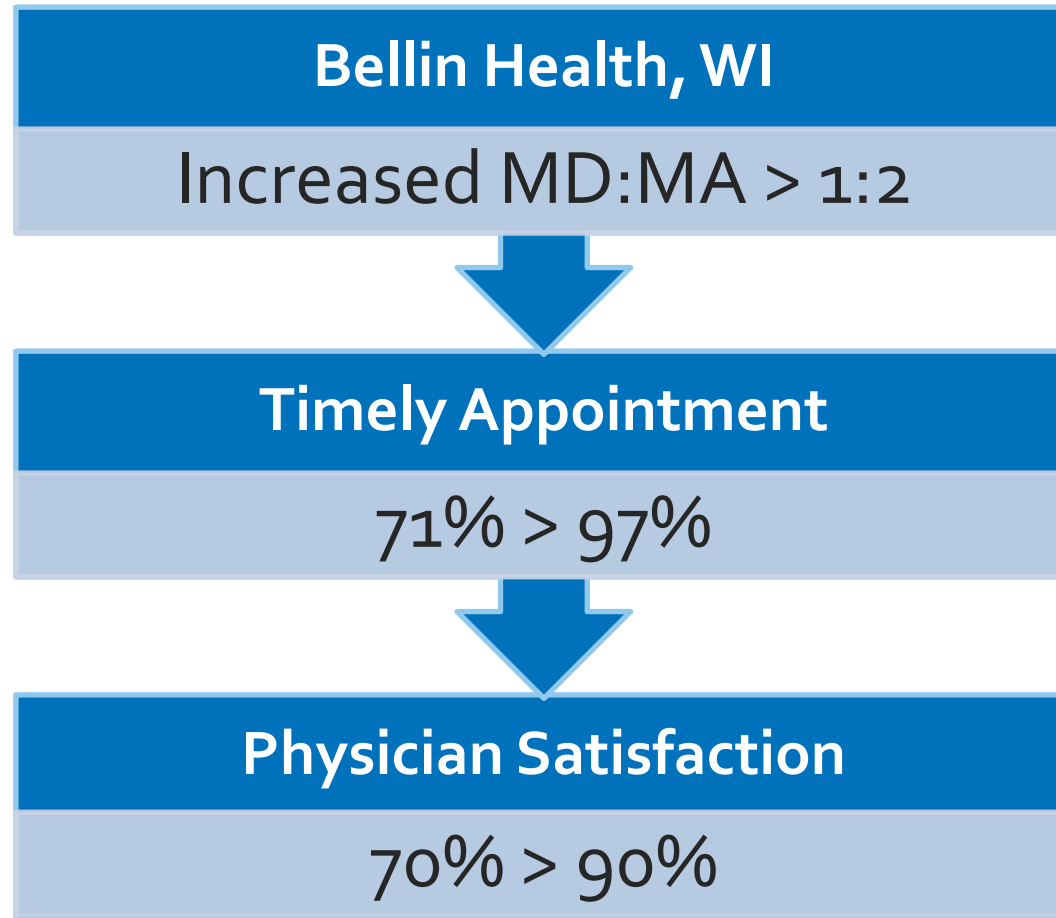


Giving Time Back to Physicians is “a thing of beauty”

How much uncompensated care are you providing each day?

| | |
|---|----|
| Number of in-person visits with any provider | \$ |
| Number of patient phone calls > 10 min long with any provider | \$ |
| Number of patient phone calls 5- 10 min long with any provider | \$ |
| Number of nurse phone calls > 5-10 min | \$ |
| Number of nurse phone calls > 15 min | \$ |
| Number of secure messages exchanged (portal, SMS- can include images, videos, or text) | \$ |

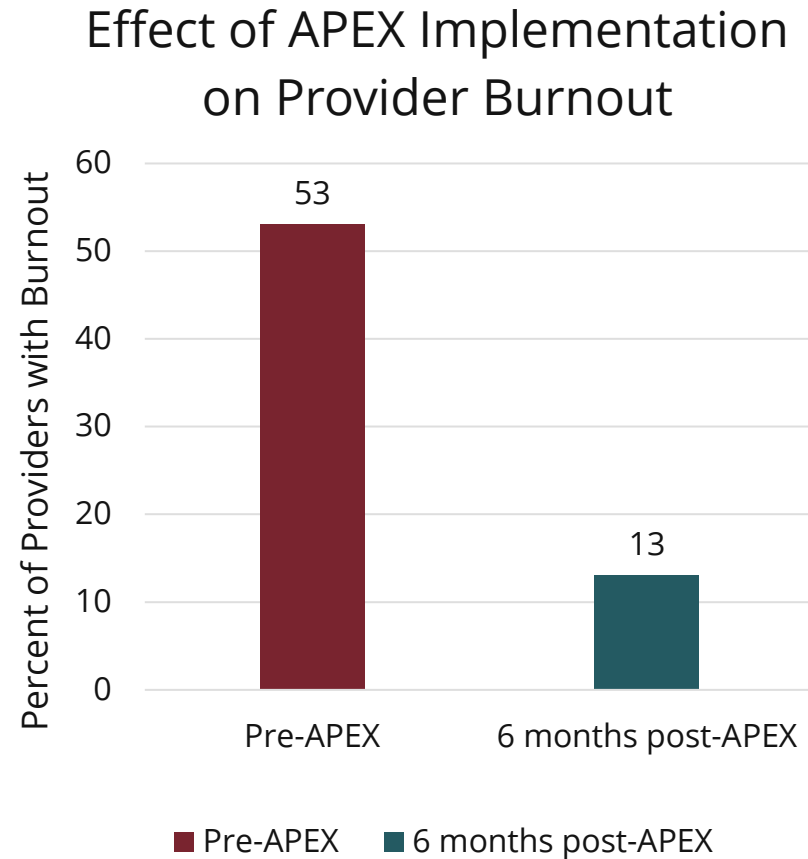
Increasing Provider Capacity & Satisfaction is "a thing of beauty"



- 80% of physicians are at full capacity or are overextended.

Source: Revitalizing Primary Care, Part 2:Hopes for the Future, Ann Fam Med, Bodenheimer 2022

Reducing Administrative Burden is “a thing of beauty”



- Proactive, planned care with pre-visit planning and tests
- Shared care – standing orders, panel management, protocols
- Distribution of clerical tasks – documentation, order entry, Rx Management
- Messaging management – verbal and inbox
- Team model – co-location, huddles, workflow mapping

Wright & Katz. Beyond Burnout- Redesigning Care to Restore Meaning and Sanity for Physicians. *New England Journal of Medicine* 378(4) 2018 DOI: 10.1056/NEJMp1716845

Recruiting Physicians to Rural America is a “thing of beauty”

Most Satisfying Part of Practice

1. Patient/physician relationship – 78.7%
2. Intellectual Stimulation – 55.1%
3. Social and Community Impact – 21%

Income #4

Least Satisfying part of Practice

1. E.H.R. – 39.2%
2. Regulatory/Insurance requirements – 37.6%
3. Loss of Autonomy – 37%

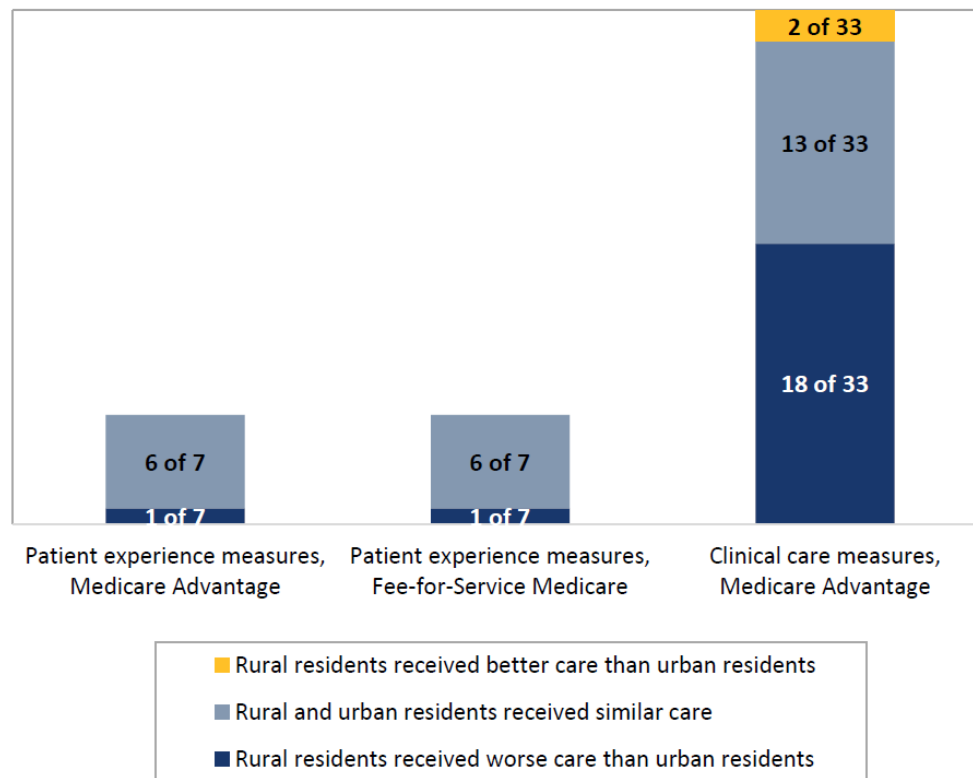
Income # 6

*“Other factors, such as call coverage, **adequate clinic support staff** and autonomy over one’s **practice**, tend to have a greater influence on loyalty in the long term.”*

Merritt Hawkins

Improving Rural-Urban Care Quality Discrepancies is "a thing of beauty"

Number of patient experience measures and clinical care measures for which rural residents received care that was worse than, similar to, or better than the care received by urban residents in 2017



"Primary care practices with the support of a facilitator are almost 3 times more likely to implement evidence-based guidelines compared with usual care practices."

Annals of Family Medicine 2019

Creating Connections is “a thing of beauty”

“Clinicians perceived practice facilitation to be an **important resource for connecting their practice to the external health care environment** and resources, and helping their practice build QI capacity through teaching, hands-on support, and EHR-driven solutions”

Annals of Family Medicine 2019



The Art of Medicine is "a thing of beauty"...to patients

51 yo Female with History of Stage 2b Rectal Cancer in remission for 11 years presents during COVID pandemic with Lower Extremity Radiculopathy and paresthesia.

Failure to Connect

If you just listen, the patient will tell you everything you need to know

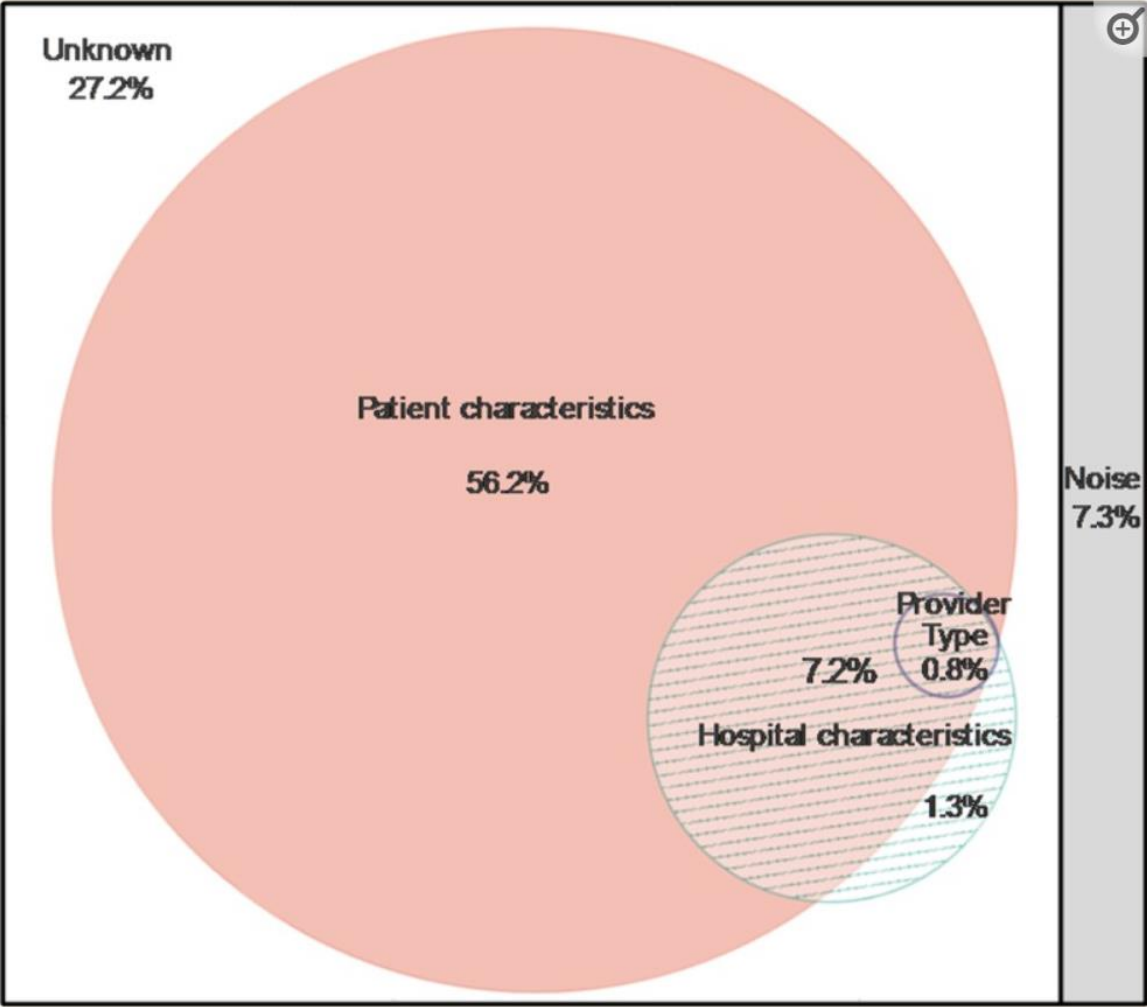
Failure to Care

A team is the only way to get it right... every time for every patient

Failure to Coordinate








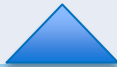
















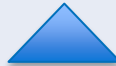











Between visit support matters...no matter how good you may be

Getting it Right Every Patient Every Time is “a thing of beauty”



Source: [J Gen Intern Med.](#) 2014 Apr; 29(4): 572–578 Variation in the Risk of Readmission Among Hospitals: The Relative Contribution of Patient, Hospital and Inpatient

Investing in Value-Based Care Yields Dividends!

| Intervention | Access/Revenue | Patient Satisfaction | Provider Burnout | Quality |
|---------------------------|---|---|---|---|
| RN Directed Care |  |  |  |  |
| • AWV/TCM |  |  |  |  |
| • CCM |  |  |  |  |
| • 99211 | | | | |
| Increase MA Ratios |  |  |  |  |
| • Expanded rooming |  |  |  |  |
| • Scribe |  |  |  |  |
| • Inbox management | | | | |
| Pharmacist | | | | |
| • Med Adjustments |  |  |  |  |
| • "Incident to" visits |  |  |  |  |
| Behavioral Health | | | | |
| • BHI |  |  |  |  |

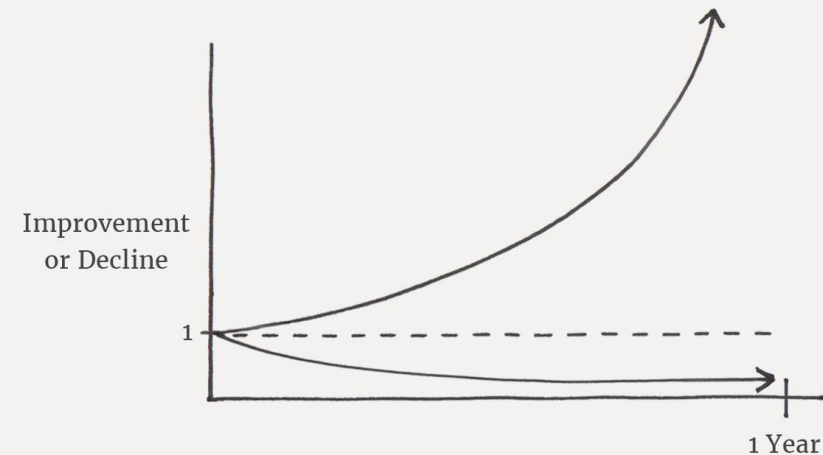
Small Improvements Make Big Differences over Time

“It’s easy to overestimate the importance of one defining moment, and underestimate the value of making small improvements on a daily basis.”

James Clear – *Atomic Habits*

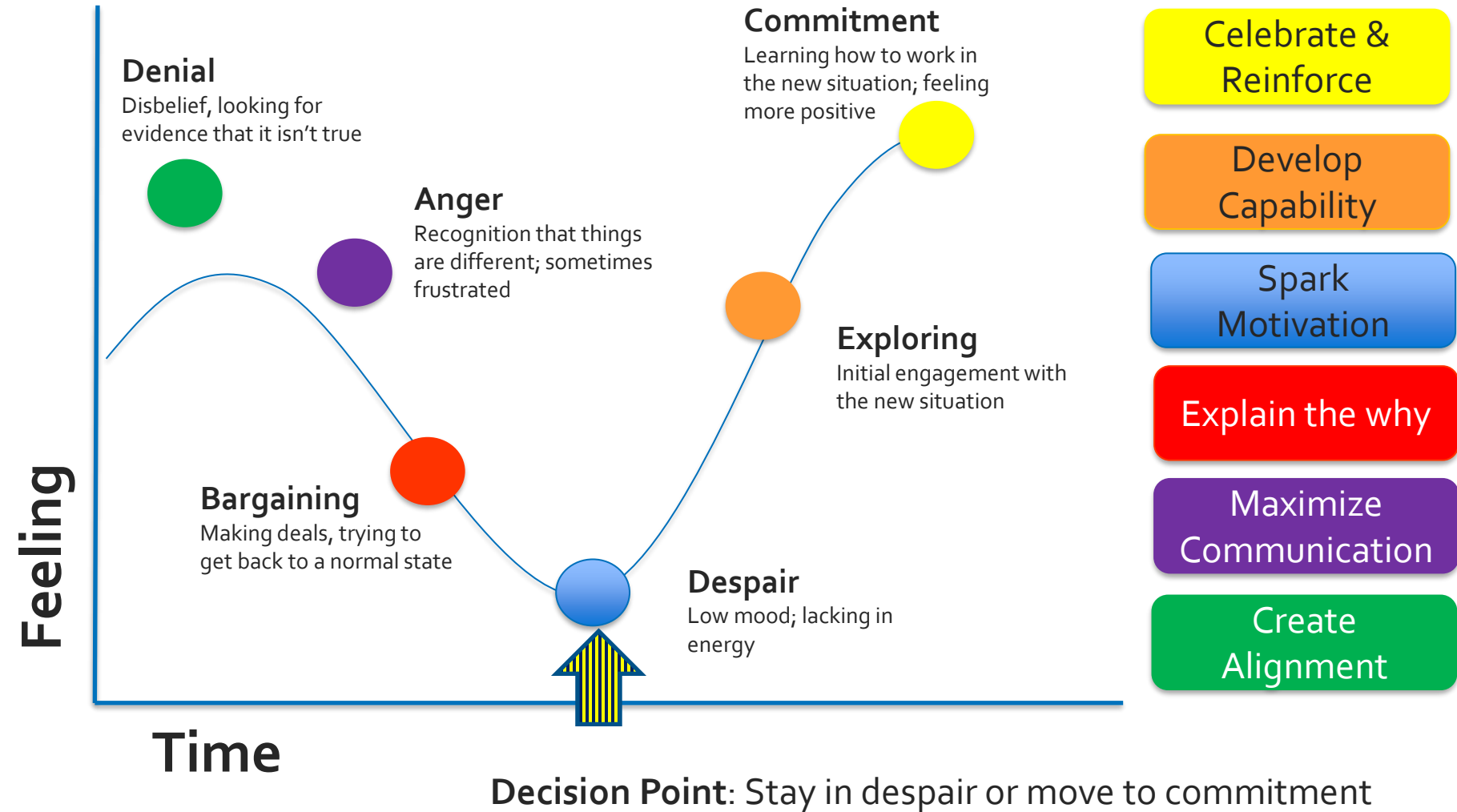
The Power of Tiny Gains

$$\begin{aligned} \text{1\% better every day} & \quad 1.01^{365} = 37.78 \\ \text{1\% worse every day} & \quad 0.99^{365} = 0.03 \end{aligned}$$



JamesClear.com

Kubler-Ross Change Curve



The background of the slide is a dark blue field filled with a complex, light blue technical drawing. This drawing includes various geometric elements such as circles, arcs, and straight lines, some of which are hatched to represent different materials or sections. There are also numerical annotations and dimension lines scattered throughout the design.

Thank You!