



**icsi.**

## A MESSAGE FROM CLAIRE NEELY

**AS I LOOK BACK AT 2020**, I am struck by the magnitude of change we all faced. I also acknowledge the changes and hard work we are still doing, with the pandemic not yet over and health equity not yet achieved. And I'm very proud of the way our team and ICSI working groups pivoted so rapidly to help serve healthcare's needs during this past year.



In this Annual Report we describe more about this pivot, and how healthcare leaders came together with ICSI to engage in COVID-19 response activities. From a commitment to health equity supported by 30 major Minnesota healthcare organizations, to advancing our work in improving opioid prescription standards, to building best practices to help support the wellbeing of our healthcare heroes, ICSI has continued to play a vital role in our communities.

ICSI has always been known as the epicenter for evidence-based improvement and collaboration in healthcare – where healthcare leaders of all disciplines, care delivery, plans, and others come together to drive improvement and innovation.

And ICSI is you. Thank you for sharing your time, expertise, financial support – and for continuing to turn to ICSI as a forum where, together, we tackle the toughest health problems of our times.

A handwritten signature in black ink that reads "Claire Neely".

**CLAIRE NEELY, MD, FAAP**  
*President & CEO*

# Sponsor and Members

ICSI is comprised of approximately 46 medical group and hospital members representing 8,500 clinicians in Minnesota and surrounding areas. Your contributions enable ICSI to serve as a collaborative backbone of the healthcare community for improvement and innovation.

## Sponsor

**HealthPartners**

## Members

**Allina Health** Minneapolis, MN

**Center for Diagnostic Imaging/Medical Scanning Consultants** St. Louis Park, MN

**CentraCare Health** St. Cloud, MN

**CCM Health** Montevideo, MN

**Children's Minnesota** Minneapolis & St. Paul, MN

**Community University Health Care Center** Minneapolis, MN

**Entira Family Clinics** Maplewood, MN

**Essentia Health** Duluth, MN

**Family Practice Medical Center** Willmar, MN

**Gillette Children's Specialty Healthcare** St. Paul, MN

**Grand Itasca Clinic & Hospital** Grand Rapids, MN

**HealthPartners Medical Group & Regions Hospital** Minneapolis & St. Paul, MN

**Hennepin Healthcare** Minneapolis, MN

**Hutchinson Health** Hutchinson, MN

**Lake Region Healthcare Corporation** Fergus Falls, MN

**Lakeview Clinic** Waconia, MN

**Lakewood Health System** Staples, MN

**Medica** Hopkins, MN

**Midwest Spine & Brain Institute** Stillwater, MN

**Minnesota Association of Community Health Centers** Minneapolis, MN

**Minnesota Community Care** St. Paul, MN

**MNGI Digestive Health** St. Paul, MN

**Natalis Counseling & Psychology Solutions** St. Paul, MN

**North Clinic** Robbinsdale, MN

**North Memorial Health** Robbinsdale, MN

**NorthPoint Health & Wellness Center** Minneapolis, MN

**Northwest Family Physicians** Crystal, MN

**Nura Pain Clinic** Minneapolis, MN

**Olmsted Medical Center** Rochester, MN

**Ortonville Area Health Services** Ortonville, MN

**People's Center Clinics & Services** Minneapolis, MN

**Physicians' Diagnostics & Rehabilitation Clinics** Edina, MN

**Planned Parenthood Minnesota, North Dakota, South Dakota** St. Paul, MN

**Rice Memorial Hospital** Willmar, MN

**Ridgeview Medical Center** Waconia, MN

**Riverwood Healthcare Center** Aitkin, MN

**Sanford Health** Sioux Falls, SD

**South Lake Pediatrics** Minnetonka, MN

**Southside Community Health Services** Minneapolis, MN

**Tri-County Health Care** Wadena, MN

**UCare** Minneapolis, MN

**United Healthcare of Minnesota North Dakota & South Dakota** Minnetonka, MN

**University of Minnesota Physicians** Minneapolis, MN

**Vibrant Health Family Clinics** River Falls, WI

**Western Wisconsin Health** Baldwin, WI

**Wilderness Health** Two Harbors, MN

# COVID-19 Response

## COVID-19 VACCINES

Since the summer of 2020, the ICSI Immunizations Working Group has been sharing and accelerating good practices for keeping vaccinations current in our communities, as well as planning how to mobilize and create community infrastructure for COVID-19 vaccine distribution. The group is comprised of healthcare professionals across Minnesota from healthcare delivery systems, health plans, county and state agencies, and others.

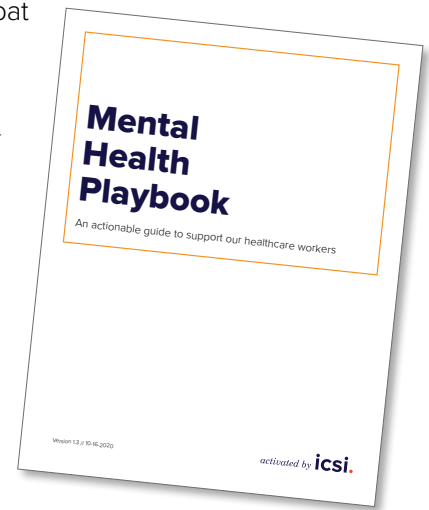
Supported by ICSI's evidence review team, the Immunization Working Group continues to curate the COVID-19 Vaccine FAQ. Many organizations have made this FAQ their primary source of information for the latest news and research on COVID-19 vaccinations. ***Access the COVID-19 Vaccine FAQ here.***

# COVID-19 Response

## MENTAL HEALTH SUPPORT FOR THE WORKFORCE

ICSI's network of mental health leaders came together immediately at the beginning of the COVID-19 pandemic, to help their organizations provide emotional and mental health support to their workforce. In less than two days more than 100 people came together to begin sharing their knowledge. This rapid response helped prepare many of your organizations for supporting your workforce during the virus surge and for the long term. As a result of these efforts a Mental Health Playbook, with practical examples from the field, was created as well. In

2021 we are analyzing and sharing ways that healthcare leaders are using lessons learned from the pandemic to combat physician and healthcare burnout well into the future ***Read more about our work in this area and download the Playbook here.***



## MINNESOTA EHR CONSORTIUM

In March of 2020, a small group of healthcare leaders including ICSI met about a critical issue in the face of Minnesota's rapidly increasing spread of COVID-19. The need for statewide healthcare information on COVID-19 infection and testing rate would be a key factor in Minnesota's fight against the virus, and that data was needed quickly.

Thus, the MN EHR Consortium was created and continues to inform and improve Minnesota's COVID response on a real-time basis. Within a matter of weeks, this Consortium was producing weekly reports which included information not available in other COVID-19 surveillance reports. Right now, the Consortium

data includes information from about 90% of Minnesotans who have received a COVID-19 vaccine. It has already become a valuable tool for creating effective action.

Key to the Consortium's mission is to identify and address disparities in infection, testing and vaccination rates by community, and across race and ethnicity. The statewide data has exposed gaps in COVID vaccination rates, which led to providers and health plans standing up new vaccination clinics in specific neighborhoods. We are starting to see indications that the gaps are starting to close, and we expect to see improvements continue for a long time. ***Read more about the MN EHR Consortium.***

# Health Equity

In 2020, as Minnesota and the nation reeled from civil unrest after the death of George Floyd, ICSI partnered with Allina Health and spearheaded a joint commitment across 30 Minnesota health service organizations to eliminate systemic racism and its negative impact on health and well-being. In 2021 this effort will build from individual organizational efforts to collective action. [See who's involved and read the Commitment to Diversity, Equity and Inclusion here.](#)

The initiative also draws from our social needs working group began in June 2019. The group outlined a plan to define and build an ecosystem of partnerships in which patients' medical and social needs are jointly addressed to improve health.

“

*“We recognize that humility, openness and determination will be required for long-lasting progress. Part of what makes the Minnesota health care sector so special is our culture of collaboration and demonstrated ability to achieve progress on issues of critical importance to the communities we serve.”*

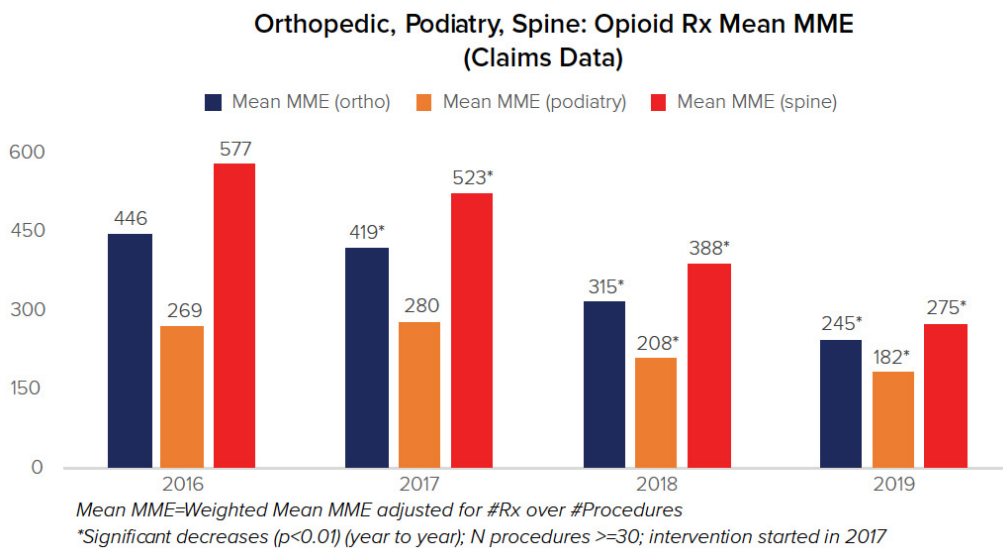
— CLAIRE NEELY, MD, FAAP  
President and CEO  
ICSI

”

# Results of ICSI's Opioid Work

ICSI's Postoperative Opioid Prescribing initiative is the only program of its kind in the U.S., and has resulted in significant risk reduction for patients requiring pain management after specific surgical procedures. Healthcare claims indicate a statewide 43% decrease in the average postoperative discharge opioid dose between 2016 and 2019. Procedures included in the four-month cohort for orthopedics, spine, and podiatry also decreased Morphine Milligram Equivalents (MME) significantly: Orthopedics by 45%, Podiatry by 33%, and Spine by 52%.

Since 2017 ICSI has been advancing safer opioid prescribing, starting with both acute and chronic pain. In 2021 ICSI is working with MDH to provide even more assistance to prescribers and health systems. *The ICSI Postoperative Opioid Prescribing Improvement Toolkit and other tools and reports can be found here.*



# Improving Mental Health Care

## Mental Health Care in Emergency Departments

There are no nationally recognized standards for addressing mental health needs in Emergency Departments (EDs), but ICSI has been working to change that. In 2020 our working group developed their third set of recommendations for the ED, addressing agitation and violence, which will be released spring 2021. The first two parts of standards are suicide prevention and intervention, and medical clearance evaluation prior to inpatient psychiatric stay.

We are also working with multiple agencies, state, county and community, to get people to needed care, faster, once they no longer need ED care.

“

*This collaborative has definitely been the primary driver in keeping us moving this past year. Every time we're part of an ICSI collaborative there is terrific learning and terrific collaboration that helps us move forward.*

— JULIE CASHMAN, RN  
Clinical Quality Project Manager  
Ambulatory Quality and Measurement  
HealthPartners/Park Nicollet

”

## Suicide Prevention and Intervention

ICSI's learning collaborative was launched last fall, a partnership between the ICSI and Minnesota Department of Health. We are designing and nurturing a less fragmented system to support patients at risk for suicide based on the nationally acclaimed Zero Suicide Model and leveraging the models healthcare systems already have in place.

*Read more about our mental health work here.*





# Thank you.

We're thankful that you've been with us throughout the challenges of 2020. Further action-oriented collaboration and increased partnership will be required in the coming years, as we all shift and redesign healthcare in a post-pandemic world.

ICSI is a powerful mechanism for change, because it's powered by you. We're honored to be your partner.

— THE ICSI TEAM

# ICSI Board of Directors

## CHAIR

### **Kara Tomlinson, MD, MBA**

Vice President, High Reliability  
M Health Fairview

## VICE CHAIR

### **Oyebode Taiwo, MD, MPH**

Global Medical Director,  
Corporate Occupational Medicine  
3M

## SECRETARY

### **Kris Kopski, MD, PhD**

Medical Director, Primary Care Population Health  
Park Nicollet Health Services

## Members

### **Beth Averbeck, MD**

Associate Medical Director Primary Care  
HealthPartners Medical Group

### **Emily Chapman, MD**

Chief Medical Officer and Vice President Medical Affairs  
Children's Minnesota

### **Nathan Chomilo, MD, FAAP**

Medicaid Medical Director at State of Minnesota  
Director of Vaccine Equity at Minnesota Department of Health

### **Patrick Courneya, MD**

Chief Health Plan Officer  
HealthPartners

### **Brett Hentges**

Chief Financial Officer  
Institute for Clinical Systems Improvement

### **Burke Kealey, MD**

Senior Medical Director of Hospital Specialties  
HealthPartners Medical Group

### **Thomas Lindquist**

Senior Vice President & General Manager,  
Government Programs  
Medica

### **Claire Neely, MD, FAAP**

President & CEO  
Institute for Clinical Systems Improvement

### **Brian Rank, MD**

Co-Executive Medical Director,  
HealthPartners Care Group

### **Allison Suttle, MD, MBA, FACOG**

Senior Vice President, Chief Medical Officer  
Sanford Health

## Alternates and Ex-officio Members

### **Julie Sonier (Ex-officio)**

President  
MN Community Measurement

### **Shaun Frost, MD, SFHM, FACP**

Associate Medical Director for Care Delivery Systems  
HealthPartners Health Plan

### **Leif I. Solberg, MD**

Associate Medical Director  
HealthPartners Medical Group  
Director, Care Improvement Research  
HealthPartners Institute



## **Welcome Dr. Nathan Chomilo**

This summer we were honored and excited to welcome DHS Medicaid Director, Dr. Nathan Chomilo, to ICSI's Board of Directors. A pediatrician and internist, Dr. Chomilo is a well-known equity advocate working to reduce racial disparities in healthcare and education. Dr. Chomilo was recently named the Director of Vaccine Equity at the Minnesota Department of Health. His contributions will be vital to helping us all to eliminate systemic racism within our industry.



**Institute for Clinical Systems Improvement**

8009 34th Avenue South  
Suite 1200  
Bloomington, MN 55425

(952) 814-7060 MAIN

(952) 814-7081 FAX

**ICSI.ORG**