



**Achieving the Triple Aim Through
Innovation and Collaboration**

At the Forefront of Health Care Transformation

The Institute for Clinical Systems Improvement ([ICSI](#)) is an independent, nonprofit health care improvement organization. It is comprised of about 50 dues-paying medical group and hospital members representing 8,000 physicians, sponsored by three Minnesota nonprofit health plans, and supported by quality improvement contracts and grants. Our mission is to champion the cause of health care quality and accelerate improvement in the value of the health care delivered to the populations we serve. We accomplish this through the unique collaboration and trust that exists among our diverse stakeholders. Our constituents believe that we can accomplish more and go further by working together rather than separately in areas we choose to tackle.

Our Work

Now in our third decade, ICSI is able to champion improvements in health care through our core values of integrity, leadership, innovation and collaboration.

As a collaborative, ICSI used these values to develop and implement [evidence-based guidelines](#) and protocols when that was a somewhat radical idea more than 20 years ago. Living these values has facilitated our ability to help care delivery systems establish a culture of quality and improve processes. Ultimately they have established ICSI as a neutral convener that brings diverse stakeholders together to tackle and solve complex and sometimes contentious health care system issues.

Our current work focuses on helping the health care community achieve the Triple Aim¹ of better health, better care and lower costs. We pursue this work driven by our values of trust, co-creation, nimbleness, and innovation. Of particular note is our leadership in integrating [behavioral health](#) care into primary care; the extension of the award-winning work to reduce avoidable [hospital readmissions](#); and our pioneering efforts to help medical groups forge partnerships with their communities to accelerate improvements in both health care and health.

¹Berwick DM, Nolan TW and Whittington J. *The Triple Aim. Health Aff. May 2008, vol. 27(3):759-769*

ICSI is unique in that it brings together various constituents... and enables them to see the bigger picture and move to improve population health and deliver it at a meaningful cost. There's no other organization that can bring all these players together to make this happen.

- Scott Ketover, MD, President and CEO, Minnesota Gastroenterology



Integrating Mental Health into Primary Care



For almost a decade, ICSI has been a driving force in the integration of mental health into primary care. Our [DIAMOND](#) (Depression Improvement Across Minnesota, Offering a New Direction) initiative changed the culture of care for patients with depression through primary care delivery and payment models. Subsequent work added the [SBIRT](#) (Screening, Brief Intervention and Referral to Treatment) model into clinical practice to screen for and address risky substance use by patients.

Representatives from 18 medical groups nationwide, including five ICSI members, participated in a learning day to advance the COMPASS initiative.

COMPASS: Mind and Body Health

ICSI along with nine other partners is leading the implementation of the team-based [COMPASS](#) (Care of Mental, Physical And Substance-use Syndromes) model in almost 200 primary care clinics in eight states. The COMPASS Consortium is part of a unique group of 107 initiatives to be funded by the first awards from the Center for Medicare & Medicaid Innovation. COMPASS

is designed to disseminate and implement a collaborative care model to treat patients with uncontrolled depression plus uncontrolled diabetes and/or heart disease, with an option to address risky substance use.

A key feature of the model is the Systematic Case Review (SCR), in which a care manager, consulting

psychiatrist and consulting internist or family practitioner weekly review patients' progress and make recommendations to primary care clinicians to alter care if patients are not progressing. Many participating medical groups are currently planning to integrate components of the model into their treatment of patients with other complex health conditions.



Serving as the consulting provider (on the SCR team) is one of my favorite parts of the week. Hearing about patients who had been receiving 'usual care' and not getting better was an eye-opener in terms of understanding their struggles. Now we all work together and patients are benefitting from the model.

- Martha Sanford, MD, Medical Director of Quality, Stillwater Medical Group



The project described above was supported by Grant Number 1C1CMS331048-01-00 from the Department of Health and Human Services, Centers for Medicare & Medicaid Services. The contents of this publication are solely the responsibility of the authors and do not necessarily represent the official views of the U.S. Department of Health and Human Services or any of its agencies.

Reducing Risky Substance Use

Because of our extensive experience with the SBIRT model, ICSI is working with CentraCare Health to evaluate its efforts to implement SBIRT into two primary care clinics. ICSI also was awarded a grant to learn if this model could be embedded in the [criminal justice system](#) to reduce recidivism among first-time Driving While Intoxicated offenders.



Hon. Shaun Floerke (far left) is championing the use of SBIRT in the 6th District Court in St. Louis County, MN. Other members of the criminal justice team include: Greg Anderson (County Public Health & Human Services), Amy Turnquist (County Court Administrator), Jennifer Tahtinen (former County Court Administration), Jill Eichenwald (Public Defender), Heather Kussatz (Arrowhead Regional Corrections), and Sheriff Ross Litman.

Achieving Better Health, Better Care and Lower Costs

ICSI's strategic initiatives and other activities are designed to help its members and the health care community simultaneously achieve the [Triple Aim](#) of better health, better care and lower costs.

Reducing Avoidable Hospital Readmissions

ICSI is continuing the [Eisenberg Award-winning RARE \(Reducing Avoidable Readmissions Effectively\) Campaign](#) through a [collaborative](#) comprised of 12 hospitals with inpatient mental health units. They are focusing on five key areas known to reduce avoidable readmissions in order to improve the care transitions of patients with mental health conditions into post-acute care.

Participants collaborating in this Minnesota work are:

- Essentia Health East, Duluth
- Fairview Southdale Hospital
- Hennepin County Medical Center
- Mayo Clinic
- North Memorial Medical Center
- Regions Hospital, HealthPartners
- St. Cloud Hospital
- St. Joseph's Hospital, HealthEast Care System
- St. Luke's, Duluth
- State of Minnesota/Anoka-Metro Regional Treatment Center
- Community Behavioral Health Hospital, Rochester
- University of Minnesota Medical Center, Fairview



The RARE Campaign, co-led by ICSI, the Minnesota Hospital Association and Stratis Health, enabled patients to spend 31,900 more nights at home instead of in the hospital and saved an estimated \$100 million. The "official" campaign ended with a celebration event.

ICSI's Work Influences Decision Support Legislation

Over a six-year period ICSI's [high-tech diagnostic imaging initiative](#) is estimated to have saved \$234 million, improved the patient-clinician relationship and prevented an estimated 100 people from getting cancer due to excessive radiation. These results contributed to passage of more flexible [federal legislation](#) that allows providers to use clinical decision support tools (such as developed in Minnesota) when ordering diagnostic tests for Medicare and Medicaid patients starting January 1, 2017.

ICSI's leadership...led to the adoption of this innovative, 'real-time' solution by CMS and a rapidly growing number of providers and health systems. This is good for patients, providers and payers.

- Liz Quam, Executive Director, CDI Quality Institute

Focus on Affordability within the Triple Aim

ICSI is working to bring the same degree of legitimacy to addressing the cost of care as we did previously with quality and the experience of care. We do this by embedding [affordability](#) and the concept of value-added care into our guidelines and initiatives. Reducing waste and decreasing unnecessary health care costs will enable communities to reinvest in the social determinants of health that arguably are even more critical to our well being and longevity than health care alone.



“We continually focus on improving the quality and value of the health care we deliver. ICSI actively works on our behalf to meet these needs and facilitate coordination among many organizations. That is a value-add to our organization.”

- Rachelle Schultz, CEO, Winona Health

ICSI Increases Awareness of *Choosing Wisely*® Campaign

As an American Board of Internal Medicine Foundation grantee, ICSI raises awareness and supports implementation of the national [Choosing Wisely campaign](#) in Minnesota. This campaign helps clinicians and patients discuss tests and procedures that specialty medical groups have indicated are unnecessary, overused and sometimes



An initiative of the ABIM Foundation

harmful. Through [webinars](#), surveys, public service announcements and media coverage, ICSI, with other *Choosing Wisely* Minnesota partners, has increased awareness of the campaign by 11 percent over the past year, and improved clinician ability to discuss unnecessary procedures and treatment costs with patients.

Focus on Patient-Centered Care

Shared Decision-Making. Through a grant from the Agency for Healthcare Research and Quality, ICSI is partnering with Mayo Clinic to support the use of [shared decision-making \(SDM\) tools](#) as standard practice in six ICSI member clinics. We also integrate SDM principles and support into our evidence-based guidelines and initiatives.

Cancer Collaborative. In conjunction with the Minnesota Department of Health and the American Cancer Society, ICSI has conducted [learning collaboratives](#) to help medical groups build the infrastructure needed to support quality improvement and system changes in order to increase appropriate screening for breast, cervical and colorectal cancers.

PAC Seal of Approval. ICSI's Patient Advisory Council (PAC) champions patient- and family-centered care, and the use of shared decision-making. The [PAC Seal of Approval](#) is awarded when an ICSI initiative or guideline supports these and other parameters. ICSI members can also submit their patient care improvement work to the PAC for seal consideration.

Patient Health Measures. ICSI recognizes the need to build a value-based measurement framework that focuses on “functional health,” in addition to process and clinical outcomes. Our work here includes convening state experts to discuss global health measures currently in use, identifying possible areas of alignment for meaningful measurement of health in both clinical and non-clinical settings going forward and publishing a [white paper](#) based on the discussion.

Going Beyond Clinical Walls

Through funding from the Robert Wood Johnson Foundation, ICSI is producing a series of communications under the banner of [“Going Beyond Clinical Walls.”](#) The series includes white papers, videos, and practical tools to help clinicians, their staff and administrators connect with public health and other community resources to collaboratively solve problems, make clinicians more effective inside clinical walls, and improve health care and health.



[CLICK FOR VIDEO](#)

ICSI was instrumental in helping us develop a rural health model. Community involvement is a cornerstone of this work and ICSI showed us how to engage our community in conversations about achieving the Triple Aim.

- Larry Schulz, President & CEO, Lake Region Healthcare

Advancing Community Knowledge and Expertise



Glyn Elwyn, MD, PhD, discussed the nature of “true” shared decision-making at ICSI’s annual [James L. Reinertsen Lecture](#) and led a workshop on the topic the next day.

ICSI provides numerous [educational/learning offerings](#) to members. These range from the annual [Colloquium](#) to face-to-face meetings, webinars and networking sessions around such topics as quality improvement, affordability and adaptive leadership.

Among our newest learning center offerings is the “Symphony & Synergy of Care,” a workshop that combines motivational interviewing, shared decision-making and health coaching to help clinicians better guide patients to make appropriate choices toward health.



ICSI Enhances its Guidelines

ICSI recently assessed and redesigned its foundational [guideline program](#) in order to align with Institute of Medicine (IOM) standards. Our [Diagnosis and Management of Type 2 Diabetes Mellitus in Adults guideline](#) is the first to meet the National Guideline Clearinghouse inclusion criteria. This guideline also received the PAC Seal of Approval. ICSI guidelines are unique in that they include implementation strategies such as shared decision-making, decision support, intersections with *Choosing Wisely* recommendations, health care value/cost impact analysis, and technical definitions of process and outcome measures.



Local Leadership/National Alliances

ICSI is able to drive innovation and lead change across our region because of the broad reach and commitment of our members and sponsors.

ICSI's 18-member [board of directors](#) is comprised of representatives from medical group and hospital member organizations, nonprofit health plan sponsors and purchasers/consumers. Both large and small, metro and rural health care organizations are

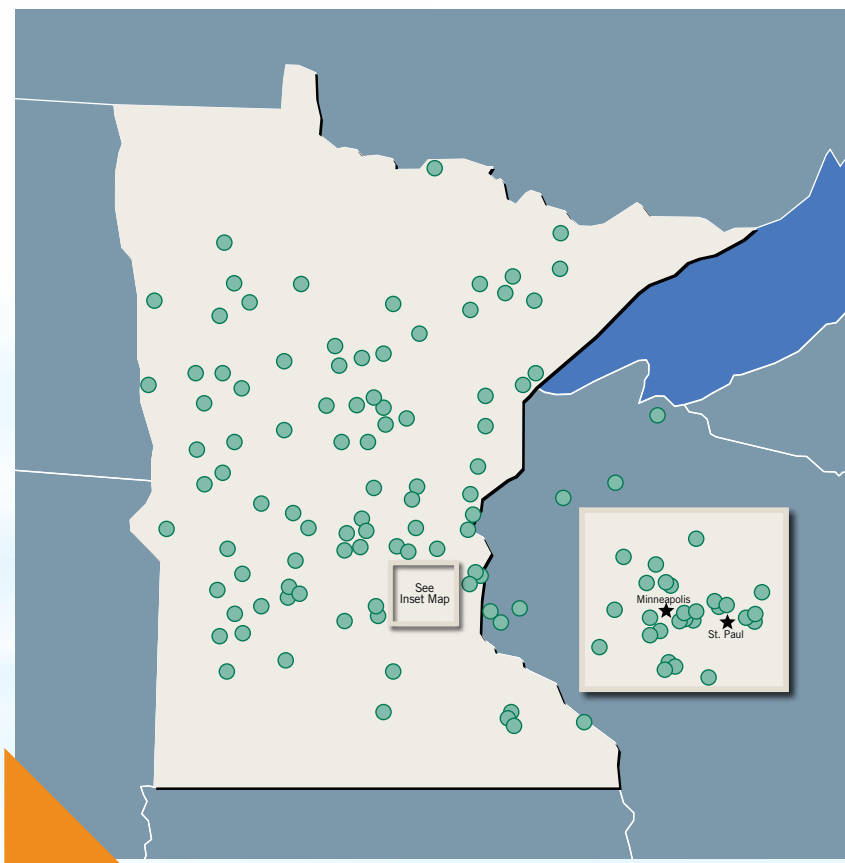
represented. The board also includes an ex-officio member from [MN Community Measurement](#), another nonprofit health care organization. While our focus is primarily regional, our work can influence national health care policy ([see story on HTDI, page 4](#)).

We collaborate and work on pressing national health care issues as a founding member of the [Network for Regional Healthcare](#)

[Improvement \(NRHI\)](#). NRHI represents more than 40 health improvement collaboratives like ICSI, all of which share information to advance transformation in such areas as care delivery improvement and payment reform, clinical performance measurement, increasing health transparency, and patient and consumer engagement.



ICSI Membership



Through the willingness of our 50+ members and their affiliated clinics and/or hospitals to collaborate, ICSI is able to significantly contribute to our community's health care and health.

We want to extend our heartfelt appreciation of working with you as partners. We learned and gained a tremendous amount, and now have the internal capacity to continue this work — impressive outcome.

- Keith T. Kanel, MD, Medical Director, Pittsburgh Regional Health Initiative



A Growing Member Base



ICSI Members and Sponsors

Affiliated Community Medical Centers

Willmar, MN

Allina Health

Minneapolis, MN

Baldwin Area Medical Center

Baldwin, WI

Center for Diagnostic Imaging/Medical Scanning Consultants

St. Louis Park, MN

CentraCare Health

St. Cloud, MN

Chippewa County-Montevideo Hospital & Clinic

Montevideo, MN

Cuyuna Regional Medical Center

Crosby, MN

Entira Family Clinics

Maplewood, MN

Essentia Health

Duluth, MN

Fairview Health Services

Minneapolis, MN

Fairview Range

Hibbing, MN

Family Practice Medical Center

Willmar, MN

Gillette Children's Specialty Healthcare

St. Paul, MN

Grand Itasca Clinic & Hospital

Grand Rapids, MN

Hamm Clinic

St. Paul, MN

HealthEast Care System

St. Paul, MN

HealthPartners Central Minnesota Clinics

St. Cloud, MN

HealthPartners Medical Group & Regions Hospital

Minneapolis & St. Paul, MN

Hennepin County Medical Center

Minneapolis, MN

Hudson Physicians

Hudson, WI

Hutchinson Health

Hutchinson, MN

Integrity Health Network

Duluth, MN

Lake Region Healthcare Corporation

Fergus Falls, MN

Lakeview Clinic

Waconia, MN

MAPS Medical Pain Clinics

Minneapolis, MN

Mayo Clinic

Rochester, MN

Midwest Spine & Brain Institute

Stillwater, MN

Minnesota Association of Community Health Centers

Minneapolis, MN

Community University Health Care Center

Minneapolis, MN

North Point Health & Wellness Center

Minneapolis, MN

People's Center Health Services

Minneapolis, MN

Minnesota Gastroenterology

St. Paul, MN

Multicare Associates

Blaine, MN

Natalis Counseling & Psychology Solutions*

St. Paul, MN

New Richmond Clinic

New Richmond, WI

North Clinic

Robbinsdale, MN

North Memorial Health Care

Robbinsdale, MN

Northwest Family Physicians

Crystal, MN

OBGYN Specialists

Edina, MN

Olmsted Medical Center

Rochester, MN

Park Nicollet Health Services

St. Louis Park, MN

Physicians' Diagnostics and Rehabilitation*

Edina, MN

Planned Parenthood

Minnesota, North Dakota, South Dakota,
St. Paul, MN

PrairieCare*

Maple Grove, MN

Rice Memorial Hospital

Willmar, MN

Ridgeview Medical Center

Waconia, MN

Riverwood Healthcare Center

Aitkin, MN

South Lake Pediatrics

Minnetonka, MN

St. Croix Orthopaedics*

Oak Park Heights, MN

Stillwater Medical Group and Lakeview Hospital

Stillwater, MN

Tri-County Health Care*

Wadena, MN

University of Minnesota Health

Minneapolis, MN

Vibrant Health Family Clinics

River Falls, WI

Winona Health

Winona, MN

*Provisional members

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Transforming health care, together

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