

The Road to Health Care Transformation



2016
ANNUAL
REPORT

Institute for Clinical Systems Improvement

ICSI is an independent, nonprofit health care improvement organization of member medical groups, hospitals, and health plan sponsors. We tackle some of our region's most complex health and health care system problems in pursuit of the Triple Aim – better care, better health, and lower cost. We believe this work requires dedicated collaboration to arrive at the best solutions. Our members, sponsors, and partners depend on us to scout the health care landscape, identify best practices, innovate, and act as a catalyst to help them prepare for what's ahead – with the urgency such changes demand.

Road to Health Care Transformation

The health care system has been in a constant state of change for many years, and the shift to value-based care is one that has been long-anticipated. As CMS attempts to drive this new payment methodology across the market, successful care delivery systems will need to respond rapidly. We believe that this will require not an evolutionary change, but a transformation for care delivery.

While the shift to value-based payment is highly important, there are additional forces driving dramatic change over the next two to five years that also deserve (and in some cases, demand) attention. In 2016, ICSI conducted a high-level environmental scan to identify the trends, innovations, and disruptions that may impact Minnesota health care delivery systems, both in primary and specialty care.

With the information gleaned, we created a series of papers for ICSI members focused on trends that may affect planning as care systems seek to build on their ability to:

- Participate effectively in alternative payment models
- Support individual and population health
- Use evidence and data from multiple sources and use improvement science methodologies to implement effective innovations and improve outcomes
- Thoughtfully and purposefully construct care teams that support both patient health and professional satisfaction
- Incorporate technological advancements that both create efficiencies and improve outcomes

Each paper includes discussion questions that organizations can use to better understand their current state and create a vision for their future.



TEAM CARE DELIVERY



DATA



NEW FINANCIAL MODELS



LEADING CHANGE



FOCUS ON INDIVIDUAL



ATTRIBUTED POPULATIONS

ICSI is also changing. In 2016, the ICSI Board of Directors named David Abelson, MD, as President and Craig Acomb, MBA, as Chief Executive Officer (CEO) of the ICSI collaborative. Together, we are gathering a broad table of key stakeholders as we plan for the next phase of our collaborative future.



David Abelson, MD



Craig Acomb, MBA

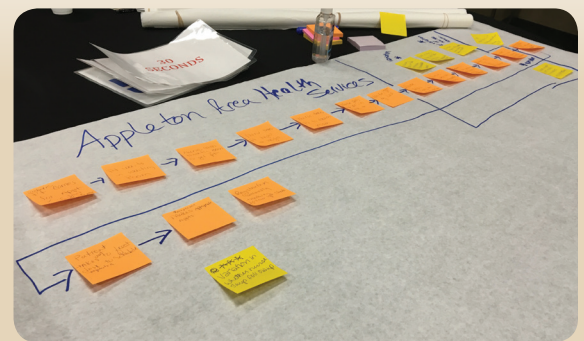
SIM-Practice Facilitation

ICSI continued its partnership with Stratis Health to provide practice facilitation to eight Minnesota organizations through funding from a State Innovation Model (SIM) grant. Participants have found that practice facilitation provides structure to their improvement work and gave them permission to set time aside for a project despite competing challenges, knowing that their coach would support and hold them accountable. Participants trusted that the facilitator understood their challenges and would take those into account as they worked together. We encouraged engagement by having participants align their projects with other strategic goals and/or quality initiatives they were already focused on so as not to create new work.

As a result, participants are more confident when conducting small tests of change. They have a new comfort level with data, including how to create and monitor trend charts. They are learning from each other by sharing successes and challenges, and plan to continue connecting beyond this project.

"This project has helped our staff see the full continuum of change, specifically as it relates to clinical care. Identifying the measure, documenting the workflow, changing/modifying the workflow as needed, and then measuring our success – this is a process we can extend to multiple facets of patient care."

– Jill Smith, Clinic Administrator, Sartell Pediatrics



Balancing Tensions and Creating New Systems to Manage Chronic Conditions – Lessons from the Field

The Triple Aim of better care, better health, and lower cost challenges clinicians and care systems to constantly improve. Pursuing these aims often uncovers underlying tensions: seemingly opposing forces that complicate how best to accomplish these goals, too often leaving care systems frustrated with their ability to improve outcomes and leaving physicians and others feeling blamed for slowing progress.

ICSI has experienced firsthand how these tensions manifest themselves. In partnership with HealthPartners Institute, Minnesota Department of Health, and Stratis Health, we are working with 20 rural and metro area clinics in a multi-year Chronic Condition Management Program funded through the Centers for Disease Control to improve clinical care for patients with chronic disease. Hypertension was the initial focus, with the ultimate goal being a sustainable management approach ("system") for patients with any chronic condition.

As we partnered with these clinics, we identified five recurring tensions:

- Standardization vs. adaptation
- Single disease management vs. chronic disease management
- Quality improvement (transformation) vs. quality reporting (compliance)
- Commitment to innovation vs. capacity for change
- Leadership nimbleness vs. constancy of purpose



This Minnesota Physician article describes these tensions, why they exist, and what clinics can do to manage them to make steady progress in improving care.

Special thanks to HealthPartners' Tom Kotke, MD, for his leadership in this work.

Hands-On Practice Transformation



Essentia Health Team

America's Most Valuable Care – Transforming Primary Care

In the past year, ICSI joined the Peterson Center on Healthcare in its mission to identify, validate, and facilitate nationwide adoption of care delivery models that improve quality and significantly lower cost. The Center is developing and testing a methodical approach to achieve scale, beginning with primary care transformation.

In its first phase of work, ICSI has provided project management and practice facilitation support to three mainstream primary care practices, including ICSI member Essentia Health in Fargo-Moorhead, Minnesota, to determine whether the features of exemplary practices based on Stanford University research can be replicated. ICSI has facilitated the work with the three practices on their journey of transformation.

We expect the initiative to result in a refined change package that will guide future practices more rapidly through the implementation process.

Team Quality Improvement

Serving rural health care organizations located in West Central Minnesota and training over 150 people, ICSI led a nine-month learning community focused on Team Quality Improvement as part of Minnesota's Accountable Health Model and State Innovation Model (SIM).

Five organizations from West Central Minnesota participated in the learning community: CentraCare Health in St. Cloud, Hutchinson Health, Ortonville Area Health Services, Tri-County Health Center in Wadena, and Southern Prairie Community Care, a 12-county collaboration in Southwestern Minnesota.

Learning community activities focused particularly on training and support for team development and communication, along with simple quality improvement (QI). This filled a gap in teams' current training resources, and the emphasis on team was intended to help the experience go beyond "one and done" training offerings to help spread the skills from participants to others at their practices. Three organizations requested additional onsite trainings: one using it as the basis for a leadership retreat and another as an all-staff retreat.



Ortonville Team

"This opened communication between departments; it has taken down walls. We can give and take for the good of all. We now have a standing meeting every week to review our small tests of change."

– Twila Mursu, RN-BC, BSN, Ortonville Area Health Services

Tobacco Health Systems Change

Commercial tobacco's impact on health and chronic disease is considerable. While Minnesota's smoking rate has dropped to a historic low, there are many populations that continue to smoke at disproportionately higher rates and are more frequently targeted by tobacco industry marketing. Only 52 percent of smokers receive a referral for assistance to quit. By not systematically addressing tobacco use with our patients, we're missing an opportunity to help patients improve their health and reduce these disparities.

ICSI is partnering with ClearWay MinnesotaSM to increase the capacity of health systems to address tobacco cessation with practical offerings that connect people and provide real-world examples of effective methods and practices at the clinic level. A kick-off event in November attracted nearly 100 participants, and work continues in 2017 with regional workshops and practice facilitation opportunities for a few Minnesota clinics.



Critical Connections from the Mental Health Community Partners Network



We wrapped up the Mental Health Community Partners Network in 2016, where more than 200 people from 75 organizations across the state participated in network events, making new connections and learning about great examples of collaboration to improve transitions for people with mental illness. We created a brochure to capture and share some of the stories of this initiative, including Chris Walker, nursing director for inpatient mental health services at CentraCare Health's St. Cloud Hospital; Lynn Johnson, nurse manager for inpatient adult mental health at North Memorial Medical Center; and several members of Vail Place in Minneapolis.

This project was made possible by the Minnesota Hospital Association's Hospital Engagement Network, funded by the Partnership for Patients program of the Centers for Medicare and Medicaid Services.

Guidelines & More

ICSI currently has 37 guidelines available. Updates from 2016 include:

The **Depression guideline** summarizes evidence-based practices for screening, diagnosis, treatment, and follow-up of adult patients with depression in primary care.

The **Pain: Assessment, Non-Opioid Treatment Approaches and Opioid Management guideline** is a combination of ICSI's Acute Pain Assessment/Opioid Prescribing Protocol and the Assessment and Management of Chronic Pain guidelines. Our new guideline now addresses the entire continuum for acute, sub-acute, and chronic non-cancer pain in adults. Updated evidence-based and best practice recommendations focus less on the pain score and more on actively managing pain based on function and assisting patients to reach their goals. Guidance for short-term opioid treatment is included for patients when other

treatments are not sufficient or urgent pain relief is indicated. In addition, recommendations and information are provided for the management of chronic opioid use.

ICSI endorsed with qualifications three guidelines from the American Heart Association and American Stroke Association related to the diagnosis and treatment of **acute ischemic stroke**.

ICSI endorsed with qualifications the 2016 Global Strategy for Asthma Management and Prevention Report, which addresses the diagnosis and management of **asthma** in both adult and pediatric populations.

Work groups also began revisions on two other guidelines to be completed in 2017:

Diagnosis and Treatment of Osteoporosis and **Diagnosis and Treatment of Respiratory Illness in Adults and Children**.

The Power of the Patient's Voice

Care. Listening. Relief. Empathy. These are just some of the words chosen by ICSI's Patient Advisory Council (PAC) members to describe what value in health care means to them. At the 2016 Colloquium, attendees heard each patient speak their value word, accompanied by signs held up by audience members. Four PAC members also shared their individual stories of finding value in health care, giving clinicians a window into patients' thoughts as they experience our complex health care system.

PAC members brought the patient voice to many projects and events throughout the year, including ICSI's new pain guideline. Members offered suggestions to improve shared decision-making opportunities throughout the document, and the guideline was awarded the PAC Seal of Approval in October.



Community Outreach

ICSI continued to partner with St. Paul-Ramsey County Public Health to create and implement culturally tailored best practices related to healthy lifestyles for both the Hmong and African American communities. This work is part of their SHIP (Statewide Health Improvement Partnership) grant. In the fall of 2016, ICSI presented this work at both the Guidelines International Network and the Institute for Healthcare Improvement national conferences.

Learning on the Road to Improvement

Shifting to Value

Health care organizations are required to participate in the CMS Quality Payment Program (QPP) and will begin receiving payments for these measures in January 2019. ICSI strives to help the Minnesota health care community understand the implications of the QPP/MACRA* and the shift to value-based care and payment, including hosting 100 health care leaders, consumers, and others at an event in September 2016.

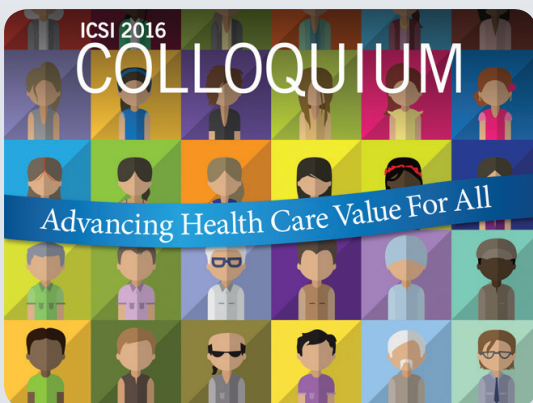
*Medicare Access and CHIP Reauthorization Act of 2015.



The aim of the day, which included Center for Medicare & Medicaid Innovation (CMMI) and other national experts, was to begin asking and addressing MACRA questions, discover key issues relative to Minnesota, and learn how others are preparing. Participants left eager to spread their new knowledge to their organizations, with increased urgency to prepare and take action.

19th Annual Colloquium on Health Care Transformation

The 2016 Colloquium focused on “advancing health care value for all,” a theme that resonated with attendees, as many indicated a desire to better understand the needs of their community and were ready to seek opportunities to try some of the successful community connection strategies they heard about. Two-thirds of our member and sponsor organizations sent at least one person to the conference, and we welcomed a number of first-timers from both new member organizations and other stakeholders in our work.



Keynote Speaker
Gary Cunningham



Keynote Speaker
Tiffany Christensen

Learning Center

ICSI offers a Quality Improvement class that includes practical basics such as developing aims and measures, the Plan-Do-Study-Act cycle, and the adaptive and technical leadership needed to create change and improve practices. ICSI is also a leader in Motivational Interviewing (MI) training. MI is patient-centered and utilizes a guiding style to engage with patients to clarify their strengths and hopes, evoke their motivation for change, and promote autonomy in decision-making. ICSI offers an introductory workshop twice a year and in 2016 introduced advanced training. This full-day class is a deep dive into MI skills and practice, with a small class size and hands-on coaching. Visit the Learning Center to find out more about these popular offerings.

Practice Facilitation – Supporting Health Care Change Efforts

In a role increasingly recognized as valuable, practice facilitators support health care teams as they advance their organizational change and improvement efforts. In 2016, ICSI, a partner of the Minnesota Consortium for Practice Facilitation, helped launch a new educational certificate program for practice facilitation, one of only a handful of such programs across the country. This inaugural course, offered through Normandale Community College in partnership with the University of Minnesota, Stratis Health, and Minnesota Department of Health, provided the opportunity for five ICSI staff members to be certified as practice facilitators.

ICSI has been providing practice facilitation support for a number of years, including in COMPASS, State Innovation Model (SIM) initiatives, Chronic Condition Management efforts, and more. Future certificate program offerings are planned to support this valuable tool in advancing health care improvements.



MN Consortium for Practice Facilitation

700+

10

**700+ members/sponsors
attended 10 educational events
(the annual Colloquium, Shifting
from Volume to Value, and other
workshops and webinars)**

Accelerating Care Transformation Through Health Information Technology Training

In 2016, ICSI completed work as a subcontractor in the ACT Health IT (Accelerating Care Transformation through Health IT) project, led by Normandale Community College and funded by the Office of the National Coordinator (ONC). The goal was to develop virtual training modules to help the health care workforce remain current during the transition to value-based care delivery and expanding use of health information technology. The modules are short, online, CEU/CME eligible programs that embed five new topics into existing curriculum, including: 1) population health management; 2) care coordination and interoperable health IT systems; 3) value-based care; 4) health care data analytics; and 5) patient-centered care. This free training is available through mid-2017.



MEMBERS & SPONSORS

This listing reflects 2016 membership information



Members

Allina Health
Minneapolis, MN

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

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

Hudson Physicians
Hudson, WI

Hutchinson Health
Hutchinson, MN

Integrity Health Network
Duluth, MN

Lake Region Healthcare Corporation
Fergus Falls, MN

Lakeview Clinic
Waconia, MN

Lakewood Health Systems
Staples, 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

Southside Community Health Services*
Minneapolis, MN

West Side Community Health Services*
St. Paul, MN

Minnesota Gastroenterology
St. Paul, MN

Natalis Counseling & Psychology Solutions
St. Paul, MN

North Clinic
Robbinsdale, MN

North Memorial Health Care
Robbinsdale, MN

Northwest Family Physicians
Crystal, MN

Olmsted Medical Center
Rochester, MN

Ortonville Area Health Services
Ortonville, 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

Tri-County Health Care
Wadena, MN

University of Minnesota Health
Minneapolis, MN

Vibrant Health Family Clinics
River Falls, WI

Western Wisconsin Health
Baldwin, WI

Winona Health
Winona, MN

2016 New Members 

*Provisional Member

Sponsors

**HealthPartners
Medica
UCare**