



TCPI Exemplary Practice Performance Summary, April 2019

Jewish Family & Children's Service, LLC

Megan Lipman, Director of Quality Management

Striving to ensure continuous quality improvement efforts are in place to drive quality initiatives.

Jewish Family & Children's Service, LLC (JFCS) provides physical and mental health services to over 14k children, adults and families in Arizona, many of which have co-occurring physical and behavioral health needs. Much of our population (63%) is covered by Arizona's Medicaid program (Arizona Health Care Cost Containment System or "AHCCCS").

Our team achieved success reducing hospital admissions (Aim 3) and reduction of cost (Aim 4).

We provide prompt follow up care after a hospital admission or ED encounter, utilizing a care coordination team. As part of our care coordination processes, we actively use reports from Mercy Care (an AHCCCS health plan), admission, discharge and transfers alerts from Health Current, Arizona's Health Information Exchange (HIE), and notifications from hospitals to identify patients currently in a hospital or recently discharged. Using the information gathered, we reach out to patients to schedule follow up care with the patient's assigned care team. Our process has resulted in a decrease in psychiatric hospital admissions within the seriously mentally ill (SMI) population of 45% compared to baseline (see Table 1). Based on the reduction in IP admissions/1,000 of 45% and an average admit cost of \$5,761, we achieved cost savings of over \$41,000 (see Table 2). These results are based on measurements from the value-based contracts we hold with Mercy Care.

Table 1. Reduction in Psychiatric Hospital Admissions for SMI Patients

Measured Outcome	Quality Measure	Baseline (Jul 2016-Jun 2017)	Performance (Jan-Dec 2017)	Percent Change
Psychiatric Hospitalization Decrease	Decrease in the number of psychiatric hospital admissions per 1,000 members	24.7	13.7	-44.5%

Table 2. Cost Savings Due to Decreasing Psychiatric Hospital Admissions

Measured Outcome	Quality Measure	Avoided Admissions	Average Cost/Admission	Savings
Psychiatric Hospitalization Decrease	Decrease in the number of psychiatric hospital admissions per 1,000 members	7.2	\$5,761	\$41,536

Additionally, we have seen an increase in non-SMI members being seen by the clinic for a Behavioral Health Medical Provider (BHMP) appointment within seven days of hospital discharge during the reporting period of 10/1/16 to 9/30/17. The percent of members seen within seven days increased by 64% compared to baseline (see Table 3).

Table 3. Follow-up with BHMP within Seven Days of Discharge

Measured Outcome	Quality Measure	Baseline (Oct 2015-Sep 2016)	Performance (Oct 2016-Sep 2017)	Percent Change
Inpatient Follow-up Care	Percent of members seen by a Behavioral Health Medical Provider within 7 days of discharge	46.1%	75.6%	64.2%

Updates to workflows and job responsibilities were necessary to meet the challenges of both reducing hospital use as well as post-hospital visit requirements as required by Mercy Care. Some of the updated tasks included:

- Receipt and review of hospital discharge notifications from the Arizona Health Information Exchange (HIE)
- Post hospital care outreach calls and scheduling of follow up visits
- Notification of the patient’s care team

Our workflows are consistent at each one of our locations and can be replicated by other integrated care organizations.

During post hospital visits, patients are provided with their care team contact information and are educated on what a true emergency is - when to reach out to their care team and when to go directly to the hospital. Through the education and outreach, we continue to see cost savings and hospital use reduction.

Driving high performance is our focus on quality integrated care and engaging the patient and family in all decisions. Continually reviewing and updating workflows and job responsibilities to meet the needs of those we serve is paramount in the process.

We strongly believe that quality is best achieved through an open collaborative process that values input from members, families, employees, practitioners, accrediting and regulatory agencies, community members and funding sources. Opportunities to improve the health outcomes of members, families and communities are identified through a systematic process of both prospective and retrospective monitoring, evaluating, measuring, and re-measuring. By using reports, tools and notifications to monitor such measures as hospital and emergency department (ED) use, our on-going process allows services to evolve to best meet the needs of members and families.

We engage patient and family voice in all decisions and receive their feedback at each visit, through surveys and through our Community Advisory Council. In response to a survey, one of our Spanish speaking family members let us know that it took too long in our voicemail to receive a prompt to select to hear the message in Spanish. We took immediate action. By simply moving the option to hear the

message in Spanish near the front of the message, we met the needs of our Spanish speaking members and families. JFCS has received many confirmations and thanks for this change.

We host a Community Advisory Council (CAC) that includes both adult and youth patients as well as family members with members representing all areas of services provided JFCS. The CAC acts as a subcommittee to the Quality Management Department. Both use input from patient surveys to routinely monitor key performance indicators and gather and share feedback with leadership, staff and members. We envision the CAC having a direct effect on continued quality care for the patients we serve.

Focusing on quality care and patient and family engagement, we serve as an outstanding example for other healthcare providers as an organization that does the right thing for the right reason - improving patient service and healthy outcomes in the community we serve.

Jewish Family & Children's Service, LLC is an active participant of the Practice Innovation Institute (Pii), Arizona's Practice Transformation Network.

As of September 2018, Jewish Family & Children's Service, LLC has completed the 5 Phases of Transformation and is participating in a value-based arrangement with one or more health plan.



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