



May 2019

Progress Towards Our Goals

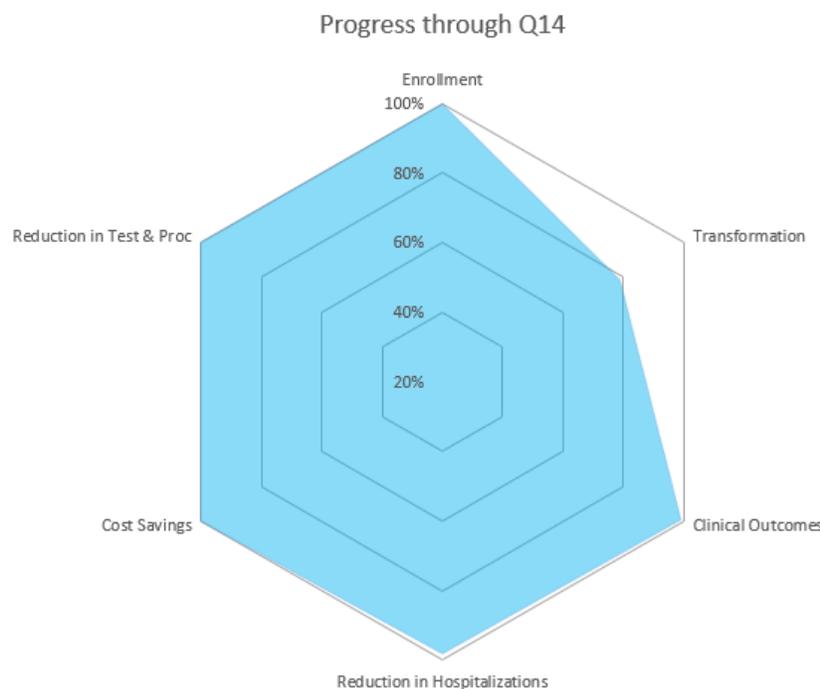
After fourteen quarters of the four-year grant, the Practice Innovation Institute (Pii) continues to make tremendous progress in assisting the participants in our practice transformation network.

The radar diagram below represents Pii's progress towards our commitments. Information used to determine our progress for Clinical Outcomes, Reduction in Unnecessary Tests & Procedures, Cost Savings, and Reduction in Inappropriate Emergency Department Visits & Hospital Admissions comes from claims data for practices/clinicians that are positively contributing toward our goals.

As of March 31, 2019, Pii has:

- Enrolled 2,588 clinicians (104% of commitment)
- Improved the health outcomes of 18,787 lives (99% of commitment)
- Avoided 64,290 unnecessary hospitalizations and/or emergency department visits (98% of commitment)
- Saved an estimated \$148,753,593 in healthcare costs (182% of commitment)
- Avoided 7,053 unnecessary tests & procedures (258% of commitment)

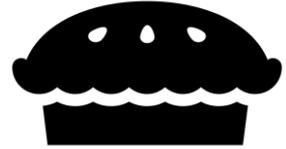
Thank you to all our Pii participants for their dedication and hard work! We look forward to continuing to work with you in these remaining months of the grant program to continue to prepare all our participants for succeeding in value-based care!



Mini “Pii” Sessions

Opportunities for all Pii Participants to share ‘slices of information’

These WebEx sessions hosted by Pii occur on **Wednesdays from 12:00pm to 12:45pm**. The sessions will allow the sharing of experiences to build collaboration amongst our Practice Transformation Network. Each session will focus on a selected topic where practices will be encouraged to ask questions, share their experiences, provide feedback, and share useful best practices such as desktop procedures, policies, and/or procedures that have been effective within their organization.



May 22nd – *Diabetic Care Gaps*

[Register Here](#)

June 12th - *Diabetes Prevention*

[Registration Link](#)

June 26th - *Community Outreach*

[Registration Link](#)

For the complete list of planned sessions, please visit our website at [Pii Events](#)

Miss a session?

You can visit our website to view the notes and presentation from past sessions. [Finished Mini "Pii" Sessions](#)

SAVE THE DATE

Pii Symposium

September 16, 2019
8:00 am - 12:00 pm

Desert Willow Conference Center
4340 E. Cotton Center Blvd, Suite 100
Phoenix, AZ 85040

Registration Opening Soon

Practice Innovation Institute
Engage. Transform. Reward.

Pii Exemplary Practices

The following Pii organizations have practices that have been certified to have met Pii's definition of an Exemplary Practice.

A New Leaf
Agave Pediatrics
Arizona's Children Association
Bayless Healthcare Group
Bethesda Pediatrics of Queen Creek
Chandler Pediatrics
Chicanos Por La Causa
Children's Clinics for Rehabilitative Services
Community Bridges, Inc.
Community Partners Inc
Desert Senita Community Health Center
Desert Valley Pediatrics
District Medical Group
GB Family Care
Gilbert Pediatrics
Healing Hearts Pediatrics
Horizon Health and Wellness
Jewish Family and Children's Services
La Frontera EMPACT
Lifewell Behavioral Wellness
Marc Community Resources
Maricopa County Department of Corrections
Mesa Pediatrics Professional Association
MomDoc
Moon Valley Pediatrics
Mountain Park Health Center
MVP Kids Care
Native Health
North Country HealthCare
North Valley Peds



OrthoArizona
Paradise Pediatrics
Partners in Recovery
Pendleton Pediatrics
Phoenix Children's Medical Group - PCMG
Phoenix Medical Group
Piller Child Development
Pulmonary Consultants
RI International
Sonoran Sky Pediatrics
Southwest Behavioral & Health Services
Southwest Network
St. Elizabeth's Health Center
Sun Life Family Health Center
Sunset Community Health Center
Terros Behavioral Health Services
True Care, MD
Valle Del Sol
Wesley Community and Health Centers

A **Pii Exemplary Practice** is one that meets the following criteria:

- Practice has met Phase 3 and/or above
- Practice has implemented one of the six PFE metrics
- Practices are performing on one or more of the following TCPI service delivery aims:
 - Health outcomes at benchmark standards
 - Reduction in unnecessary hospitalizations
 - Cost savings to payers
 - Reduction in unnecessary tests and procedures

Pii Exemplary Practice Stories

Pii participants that reach exemplary status are requested to write their story. To read the stories, please visit our website [Here](#).

This month's featured story.....



TCPI Exemplary Practice Performance Summary, April 2019

OrthoArizona

Innovative Use of Evidence-based Protocols in Orthopedic Care Practice

OrthoArizona (OAZ) is a physician owned private practice, comprised of a team of orthopedic specialists and primary care physicians specializing in all areas of orthopedic care including sports medicine, spine, shoulder and elbow, hand and wrist, hip and knee, foot and ankle, podiatry, pediatrics, trauma, industrial injuries and workers' compensation. OAZ has over 20 offices spread across the Phoenix Metropolitan area with more than 70 orthopedic specialists, each focused on quality care and exceptional customer service. Since 1994, we have been providing comprehensive orthopedic care of the highest quality to our community with extraordinary compassion.

OrthoArizona achieved success on TCPI Aims 2 and 3 by improving health outcomes and care processes and reduction of unnecessary hospital use through innovative use of evidence-based protocols and progressive infrastructure including shared services that are nontraditional in orthopedic care practices. By implementing changes to workflow and increasing the resource infrastructure around best practices, we have improved comprehensive care for our patients, resulting in decreased overall spend per episode of care, and reducing the need for post-acute care utilization.

Evolving our Practice

OrthoArizona's mission is to provide comprehensive orthopedic care of the highest quality to our community. To meet our mission, OAZ physicians utilize evidence-based medicine to ensure delivery of effective and optimal care that supports our patient promise.

In 2016, we decided to voluntarily participate in CMS' Bundled Payment for Care Improvement Initiative (BPCI). This program is designed to improve patient outcomes by putting an end to fractured care throughout the 3 months following a major surgery. Over the life of our involvement in the program, our organization built an infrastructure and processes to further support best practices and evidence-based medicine. Although our participation in this program only involves a subset of traditional Medicare patients undergoing a Major Joint Replacement of the Lower Extremity (approximately 1500-1700 patients annually), we have created processes that drive improvements in care for the entire population.

OrthoArizona started care transformation by targeting changes to how we look at patients. In the initial phase of BPCI we came to realize that to meet our goals in creating a seamless episode we would have to look at each patient individually and holistically.

Our initial infrastructure for success started with the foundation of

- Hiring dedicated Nurse Case Managers (NCM)
- Creating modifiable risk factor guidelines based upon research
- Establishing a Steering Committee to oversee and evolve program
- Championing Physician engagement

Case Management

Our dedicated Nurse Case Managers help our BPCI patients navigate through their episode of care from three weeks preoperatively through surgery as well as the three-month post-surgical window. Through education, discharge planning, and support these patients gain confidence, knowledge about their procedure, expectations of their recovery and support for questions or concerns.

The benefits of this extra layer of patient touch are twofold. First, case managers are tracking utilization management and outcomes. Second, the patient has a single touch point who acts as advocate and conduit to patient and all their providers.

Modifiable Risk Factor Guidelines

A pillar for success in BPCI is the holistic treatment of the patient. OrthoArizona believes optimization preoperatively leads to better outcomes post-operatively. Our committee knew it would be important to create appropriate surgical guidelines that would also address modifiable risk factors. Review of evidence-based research drove our Steering Committee to establish 3 guidelines that align with best practices and support getting the best possible outcome for our patients. These modifiable risk factors include:

- Hemoglobin A1c < 7.5
- Body Mass Index < 40
- Nonsmoker within 3 weeks of surgery

Along with setting these guidelines, our committee also created a blinded process for indication review of complex cases. This process drives unbiased conversations about care and plans for best outcomes.

Steering Committee and Physician Engagement

This committee is comprised of physicians from all regions of the organization. Monthly committee meetings review CMS program and timeline updates, internal updates or needs, performance trending, financials and high spend case studies. Updates are sent out after all meetings to the entire organization. The communication of updates and participation of all regions of our organization leads to carryover education to non-committee physicians and teams.

Proven Success

Three years into the program, data demonstrates our infrastructure and practices have succeeded in transforming our practice for the better. Following best practices such as preoperative optimization, patient education, physician and patient engagement along with case management have led us to a sustained reduction in cost per case. At inception, OAZ cost per episode was more than \$21,000 on average (Q1 2016) per Major Joint Replacement of the Lower Extremity. As of most recent data from CMS (Q1 2018), our average episode spend is around \$18,500 (Figure 1). Additionally, OrthoArizona's readmission rate in this population is most often below the set benchmark of 5%. Over the life of our program a reduction in utilization of skilled nursing for patients has gone from 24% to most recently 10% (Figure 2). We have also noted a significantly decreased need for home health care with utilization rates dropping from 62% to 20% (Figure 3).

Figure 1. Average Cost/Case

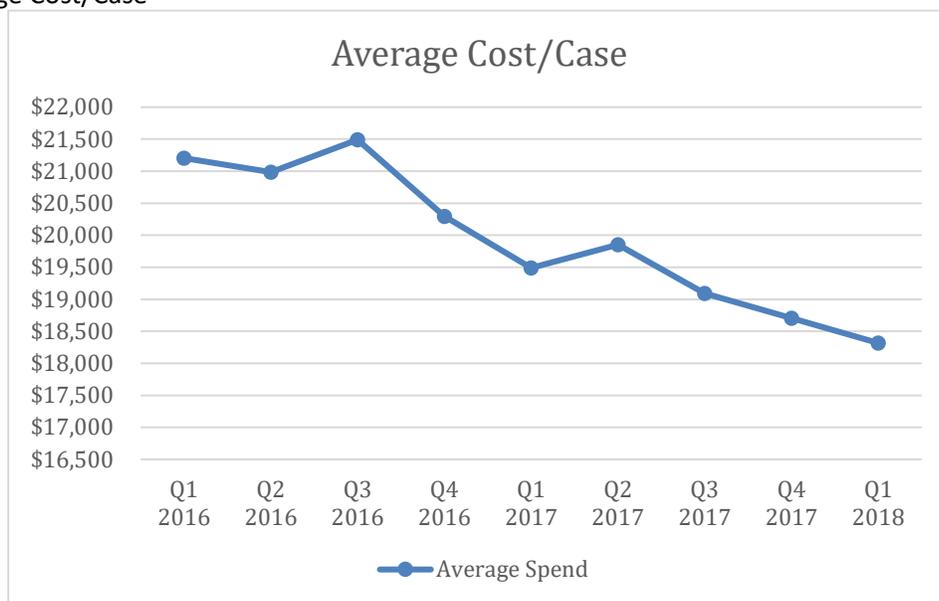


Figure 2. Skilled Nursing Utilization

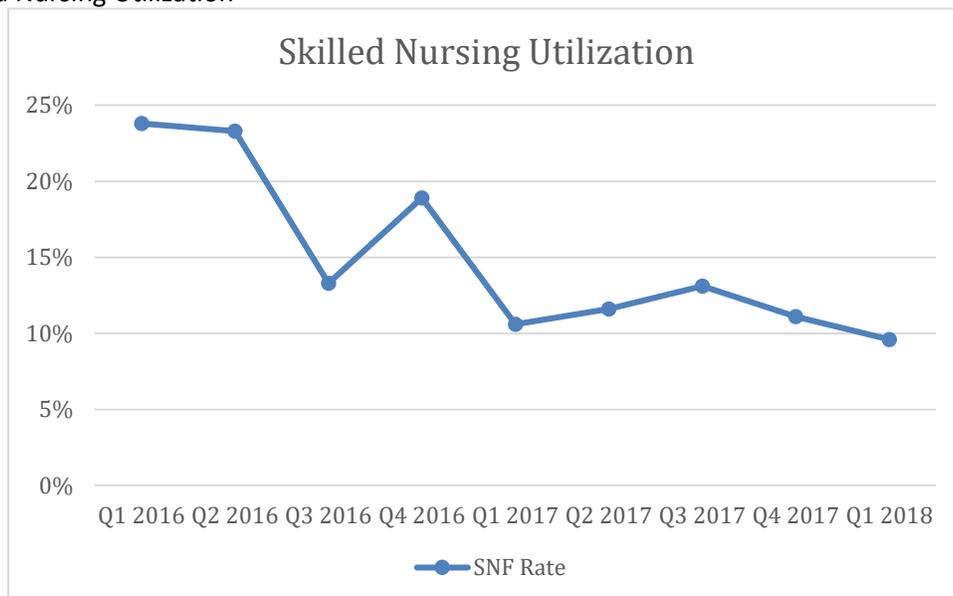
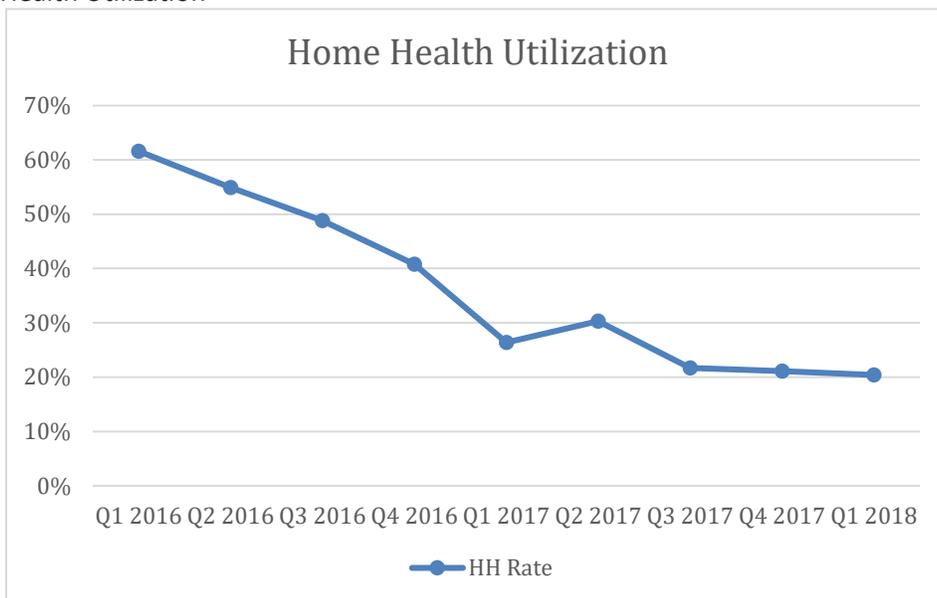


Figure 3. Home Health Utilization



Evolution

Since program inception at OrthoArizona, we have upgraded our solid infrastructure to ensure we evolve with health care and our patient’s needs. Recent innovative additions to the program in the last 12 months include adding a program manager and an integrated health and wellness program. The Program Manager has the primary responsibility to analyze claims and real time data trends to identify opportunities for improvement. The Program Manager works closely with the organizational leaders and physicians to guide program changes, provide regular communication on updates, and act as a resource for education about changes to the program or processes.

OrthoArizona recognized it was not enough to have guidelines for modifiable risk factors. It was also important to our organization that we address those risk factors with our patients to improve their health in preparation for potential surgery on non-surgical management of their orthopedic issues. As such, we have also proudly added a shared service line practicing integrated health and wellness that fits a great need in our organization, Bundled Payment for Care Improvement Initiative (BPCI) and non BPCI patients.

Integrated Health and Wellness Services

It is our goal to provide the best possible outcome with the fewest complications. To meet those goals, OrthoArizona has adopted safe surgical parameters that can be modified prior to surgery to minimize our patient’s risk and maximize the outcome. Studies have shown that certain parameters put patients at an increased risk for complications and have proved to lead to infection and other problems following surgery. To assist with optimization, we implemented a health and wellness line.

OrthoArizona provides a level of integrative healthcare combining the latest research in evidence-based medicine in combination with complimentary therapies to optimize our patients’ results. We work with patients to understand their concerns and we take the time necessary to understand their needs as fully as possible.

OrthoArizona's health and wellness team provides an individualized comprehensive treatment to help improve BMI and metabolic health to support comprehensive care for optimizing outcomes for our patients' orthopedic conditions. Our comprehensive care plan including the four pillars for long term success utilizing evidence-based medicine including FDA approved anti-obesity medication when clinically indicated, nutritional recommendations, improvement in physical activity, and assistant with behavioral changes to help improve outcomes for long term success.

We have found that when we take the time to listen to patient's goals, needs, and concerns, we are able to adapt our knowledge and understanding to their beliefs and goals to the best of our ability, while maintaining sound medical practice principles.

Going Forward

Although we have built a sound and beneficial infrastructure, we know that healthcare is forever evolving. To continue to achieve success in value-based programs and create the best possible outcomes for our patients we have visionary goals for our practice. These include:

- Expanding our shared service lines to include more helpful branches of medicine that align with health and wellness
- Growing our Case Management team to support more patients
- Adding to our guidelines to include additional modifiable risk factors
- Applying appropriate guidelines to other subsets of elective procedures

OrthoArizona anticipates continuing to grow and adjusting our practice for the better of our patients and musculoskeletal medicine.

OrthoArizona is an active participant of the Practice Innovation Institute (Pii), Arizona's Practice Transformation Network. As of September 2018, OrthoArizona has completed all 5 Phases of Transformation.

Internship Opportunity

As our healthcare industry continues to evolve, we need graduates who understand how to deliver care throughout diverse communities and who can develop

innovative solutions with cross-disciplinary partners. Students pursuing their education at The Edson College of Nursing and Health Innovation at Arizona State University are dedicated and are well-positioned to address health challenges in our community, comply with the latest laws and regulations, be an advocate for the patient when they need it the most, and sustain a culture of innovation within an organization.

Please consider giving a student the opportunity to receive hands-on experience from your organization's leaders while giving your organization the opportunity to have a highly motivated pre-professional support your mission.

For more information contact Caryn Unterschuetz, MHI, RN, BCPA, ACUE, Internship Coordinator & Clinical Assistant Professor at caryn.unterschuetz@asu.edu.



Edson College of Nursing and Health Innovation

Upcoming Events

May 16, 2019 | 10:30am – 12:00pm

Promising Practices for Meeting the Needs of Dual Eligible Older Adults with Substance Use Disorders
Webinar

In 2018, Resources for Integrated Care held the *Managing Older Adults with Substance Use Disorders* webinar focused on screening and assessment approaches for older adults with SUD. This May, please join us for the *Promising Practices for Meeting the Needs of Dually Eligible Older Adults with Substance Use Disorders* webinar, which will take a closer look at this important topic, including a focus on tailored screenings, resources, treatment approaches, and programs to meet the needs of older adults with SUD.

Substance use disorders (SUD) are an emerging public health concern for the growing population of older adults. By 2020, the number of older adults with SUD is expected to rise to 5.7 million, up from 2.8 million in 2002-2006. Older adults with SUD face unique challenges in receiving appropriate care: The formal diagnosis criteria in the DSM-5 for SUD are less relevant for older adults than they are for the general population, making SUD symptoms more difficult to identify among older adults. Historically, older adults are also less likely to be screened for SUD.^{3,4} In addition, individuals dually eligible for Medicare and Medicaid have approximately twice the rates of co-occurring SUD and chronic pain relative to Medicare-only beneficiaries, making them a particularly vulnerable group.

Older adults with SUD benefit from treatment approaches that are age and generationally appropriate, and designed to address common co-occurring conditions, mobility limitations, and social factors. Evidence has shown that age-specific programs, such as group therapy for older adults, lead to better long-term treatment outcomes.

This interactive webinar will discuss common SUDs among dually eligible older adults, identify promising practices for screening, treatment, and care coordination, and demonstrate practical strategies for meeting the needs of older adults with SUDs. Speakers, including a consumer with lived experience, will share lessons learned and strategies to provide effective care for dually eligible older adults with SUDs.

For additional information and to register: [Link](#)

May 16, 2019 | 8am – 12pm

HSAG Spring Behavioral Health Education and Care Coordination Session

HSAG Conference Center | 3133 E Camelback Rd Suite 100 | Phoenix AZ 85016

Areas of focus:

- Identify challenges and misperceptions about opioid use and treatment.
- Discover how to collaborate and develop pilot programs to reduce readmissions.
- Discuss how the Offices of Individual and Family Affairs (OIFA) can increase patient engagement and success.
- Develop relationships within and across the system.

Register for this free event [Here](#)

Upcoming Events

May 17, 2019 | 9am

It's a Good Day to Try! Integrating Work and Life for a Better You

Webinar

This ACP SAN Wellbeing webinar discusses the importance of integrating work and life, along with strategies for finding a successful balance between the two. Participants will have the opportunity to ask questions.

Register for this free webinar [Here](#)

May 18, 2019 | 8:00am – 5:00pm

Buprenorphine Waiver Training

ASU Downtown – Westward Ho Concho Room | 618 N. Central Ave, Suite 100 | Phoenix, AZ 85004

ASU and the Arizona Society of Addiction Medicine are hosting this event. To prescribe buprenorphine, one of three medications approved by the FDA for the treatment of opioid use disorder, physicians are required to complete 8 hours of training in order to apply to the Drug Enforcement Agency for a waiver. This course will provide prescribers with the full 8 hours of required MAT training. Nurse Practitioners (NP) and Physician Assistants (PA) are required to complete 24 hours of training including the 8 hour MAT training.

Course meets requirement of Arizona Opioid Act for 3 hours of opioid-related continuing medical education.

There is no cost to attend.

\$150 Provider Reimbursement (upon obtaining a DEA waiver)

For event details and to register: [Here](#)

May 22 – 23, 2019

2019 SEEDS Conference

Glendale Community College

Mental Health America of Arizona (MHA AZ) will be hosting an event to build collaborative partnerships that promote the mental health, resilience and self-determination of young adults.

For more information and to register visit [Here](#)

May 23, 2019

2019 Arizona State of Reform Health Policy Conference

Renaissance Phoenix Downtown Hotel

The first annual Arizona State of Reform Health Policy Conference will foster a dialogue about the opportunities and challenges facing one of the nation's most dynamic states of healthcare.

Visit event site for more information: [Here](#)

Registration: [Here](#)

Upcoming Events

June 18, 2019 | 8:30am – 4:30pm

The 2nd Symposium on Health and Violence

Desert Willow Conference Center | Phoenix, AZ

The Arizona Alliance for Community Health Centers is hosting the 2nd Symposium on Health and Violence to provide guidance on the intersection of health and domestic and sexual violence and the neurobiology of trauma informed/patient centered care. Symposium topics to include behavioral health and intimate partner violence, trafficking, marginalized populations, and trauma informed care.

For more information and to register: [Link](#)

Cost is \$25

July 16 – 19th

20th Annual Summer Institute

High Country Conference Center | Flagstaff, AZ

Save the dates! Arizona State University's Center for Applied Behavioral Health Policy (CABHP) has announced their 20th Annual Summer Institute will be held July 16 – 19th. The theme of this year's event is *Illuminating Behavioral Health: Exploring New Pathways for Care and Inspiring Breakthroughs*.

Registration will be open starting May 8th.

Event website: [Here](#)

August 1, 2019 | 8:30am to 1:00pm

46th Annual Arizona Rural Health Conference

High Country Conference Center | Flagstaff, AZ

Conference theme: The Five Cs of Rural Health in Arizona: Care, Capacity, Connection, Culture, & Collaboration

For additional information and to register: [Here](#)

August 11 – 15, 2019

SWS 2019

JW Marriott Starr Pass Resort & Spa | Tucson, AZ

Save the date for the Southwestern School for Behavioral Health Studies annual event where you can learn from engaging speakers, network with a large audience, and earn CEUs.

Registration starts after June 1st.

For additional information visit [Here](#)

Make sure to check out the information about our Mini "Pii" Sessions!

Upcoming Events

August 24, 2019

Prescription for Change Opioid Conference

Desert Willow Conference Center | Phoenix, AZ

Save the date! Mercy Care, along with the Practice Innovation Institute, Health Current, and Health Services Advisory Group, will be hosting an opioid conference.

Additional information will be available soon.

September 16, 2019 | 8:00am to 12:00pm

Practice Innovation Institute Symposium

Desert Willow Conference Center | Phoenix, AZ

Save the date! Pii will be hosting a symposium for Pii Participants and invited guests to review the importance of transformation and acknowledge the success we have achieved as we approach the end of our program.

Registration will be opening soon

November 13th & 14th

2019 Health Current Summit & Trade Show

Renaissance Phoenix/Glendale

Save the dates! The 2019 Health Current Summit & Trade Show will be held November 13 – 14th. Additional details to follow.

Electronic Health Record Reporting Program

In the 21st Century Cures Act of 2016, Congress directed the US Department of Health and Human Services (HHS) to establish a new EHR Reporting Program, which the Office of the National Coordinator for Health IT (ONC) is currently developing. The ONC is seeking stakeholder input on how to develop the EHR Reporting Program through public open forums across the country. Input from people like you will help determine:

- What information should developers of certified health IT report? What information from users could be made available?
- How that information is collected
- How this information will be disseminated to the public (for example, would you prefer a product comparison website, data in a spreadsheet, or something else?)

The forums will be held in Phoenix, AZ on June 10th and 11th. Please visit the Health Current [Website](#) for additional details and to register.

Maricopa County Department of Public Health Offering Grant Funding

Opportunities for physical activity and access to healthy food are essential for health at all ages and stages of life. Many neighborhoods throughout Maricopa County have limited access to spaces for children, youth, adults, and seniors to easily choose to be active and to eat more nutritious food. By opening doors and expanding access to existing facilities, the health and well-being of the community can be improved.

Maricopa County Department of Public Health (MCDPH), through its **Opening Doors** initiative, is offering grant funding up to \$5000, per site, to increase the number of spaces in under-served areas.

MCDPH is seeking partnerships with schools, hospitals, local governments, community-based organizations, private employers, faith-based organizations, and other property owners who would like to share their facilities for the purpose of increasing access to spaces where community residents are able to:

- Play, exercise, and take part in recreational activities; and/or
- Grow healthy food and/or participate in nutrition-related activities

Individuals and organizations that provide healthy eating or active living programming are encouraged to work with the potential sites listed above and consider jointly applying for the grant.

Interested candidates must submit their response by either mail or email no later than May 31, 2019. For full details, a copy of the request for quote (RFQ), or to submit a response, please visit bit.ly/opendoorsgrant.

Pii Honor Roll

The following Pii Practices have completed all 5 Phases of Transformation as part of the CMS Transforming Clinical Practice Initiative:

- A New Leaf
- Agave Pediatrics
- Arizona's Children Association
- Bayless Integrated Healthcare
- Biltmore Ear Nose & Throat
- Catalina Pointe Arthritis & Rheumatology Specialists
- Chicanos Por La Causa
- Children's Clinics
- Circle the City
- Community Medical Services
- Community Partners Inc
- Comprehensive Health Center
- ConnectionsAZ
- Crazy About Kids Pulmonary Services
- Crisis Preparation and Recovery
- Desert Senita Community Health Center
- Desert Sun Pediatrics
- GB Family Care
- Horizon Health and Wellness
- Jewish Family & Children's Service
- La Frontera EMPACT
- Lifewell
- Marc Community Resources
- Maricopa County Correctional Health Service
- MomDoc
- Mountain Park Health Center
- MVP Kids Care
- Native Health
- Neuromuscular Clinic and Research Center
- North Country HealthCare
- Open Hearts Family Wellness
- OrthoArizona
- Partners in Recovery
- Pendleton Pediatrics
- Phoenix Children's Medical Group
- Phoenix Medical Group
- Piller Child Development
- Pulmonary Consultants
- Pulmonary Institute of Arizona
- Relieve Allergy Asthma & Hives
- RI International
- San Tan Allergy & Asthma
- Southwest Behavioral Health & Services
- Sun Life Family Health Center
- True Care MD

Live Well Arizona Incubator

Improving the well-being of all Arizonans cannot be the work of healthcare or public health professionals alone; instead we need practitioners from multiple sectors working together with community members to improve the underlying conditions where people live. The Arizona Partnership for Healthy Communities and Vitalyst Health Foundation are partnering to support efforts that reflect this cross-sector approach in communities throughout Arizona through their **Live Well Arizona Incubator**.

The Live Well Arizona Incubator is looking for motivated teams that have identified a geographically-based health issue that lends itself to a multi-sector solution. Teams selected for the Incubator will be matched with a coach to guide them through the collaboration process and prepare the team to expand its work.

The Live Well Arizona Incubator will provide a coach who will guide the team through an eight- to ten-month process that will: expand and strengthen the team, cultivate community engagement, analyze and clarify the issue/opportunity, establish shared goals and objectives, and develop an action plan. At the end of this process, the team will be in a position to take the next steps in addressing the community issue.

Each team must be committed to:

- Working with the coach to identify and recruit key partners, including community members, and gain their commitment
- Meeting at least monthly with the team and coach
- Arranging the logistics for the meetings
- Working together through a collaborative process
- Documenting progress
- Participating in three in-person meetings

The Live Well Arizona Incubator will select teams based on the following criteria:

- The identified issue/opportunity is place-based, rather than population-based.
- The identified issue/opportunity lends itself to a cross-sector response and solution.
- The identified issue/opportunity is a core element of a healthy community.
- The applicant has a team representing at least 2-3 sectors.

Applications are due June 3, 2019. Visit [Website](#) for additional information.

Pii News

Miss a Pii Newsletter? Want to refer back to a previous communication? Our Pii Newsletter and Pii Emails are posted to our website. [Pii News](#)

Check out our website where you will find success stories, events, and other information www.piiaz.org

Have an idea for a future Pii Newsletter?
Have any questions? Email us at info@piiiaz.org



Practice Innovation Institute

Engage. Transform. Reward.