

# Money, Medicine, Metrics in Population Health for Kids



Florida Health Grand Rounds

3/13/18



**NATIONWIDE CHILDREN'S**  
*When your child needs a hospital, everything matters.™*

# Disclosure

1. Funding from DOE/CDC/NIH
2. National Academy of Medicine Travel and Meetings



**Retail department stores:**

95 percent fewer U.S. department store chains are in operation today than in the 1960s.



**Airlines:**

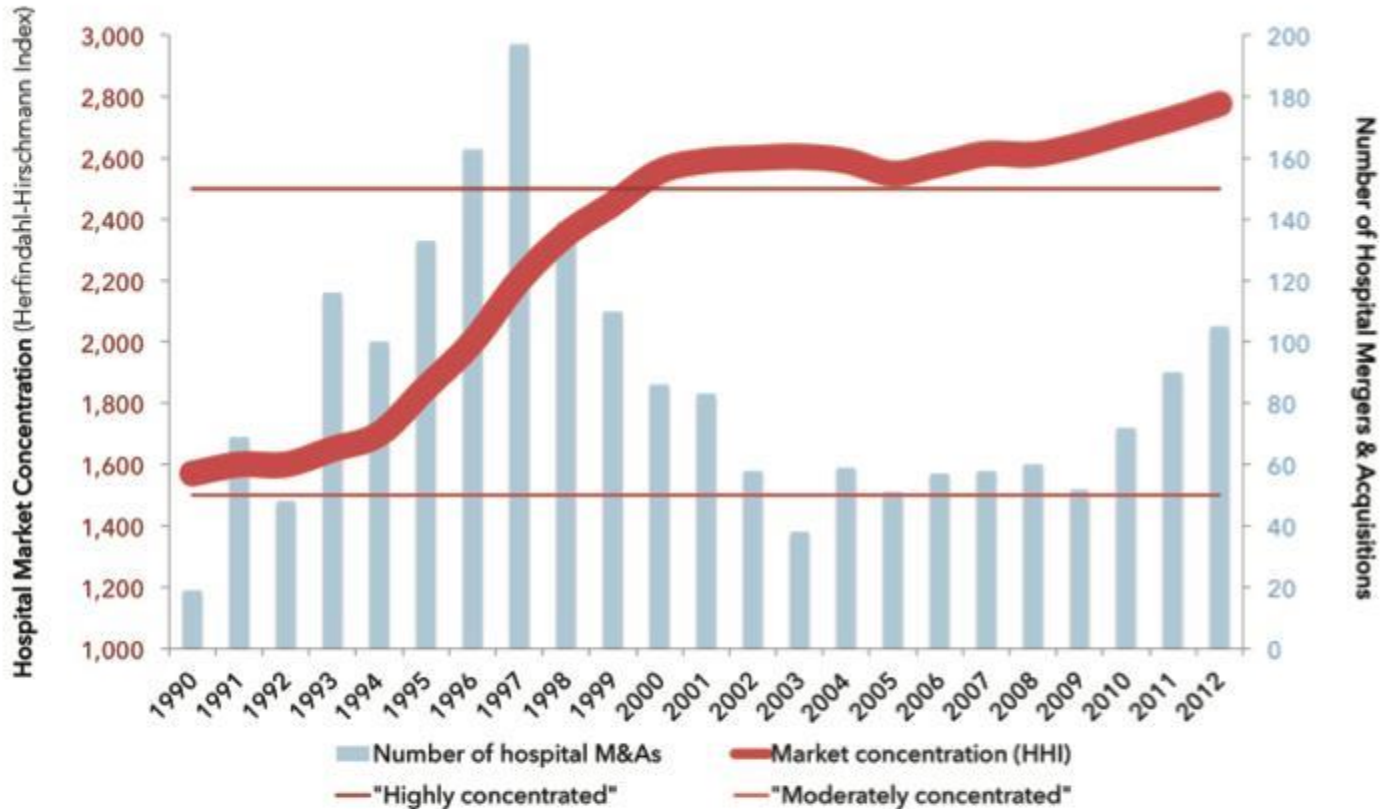
75 percent fewer U.S. passenger airlines exist today compared to the 1970s.



**Banking:**

52 percent fewer banks exist today in the U.S. than in 1990.

**Figure 18.** Impact of Mergers and Acquisitions on Hospital Market Concentration, 1990-2012



**A new wave of hospital mergers is driving market concentration higher.** The blue bars denote the number of hospital merger and acquisition transactions in a given year; in the 1990s, penetration of managed-care insurers, with a mandate for more aggressive cost control, led hospitals to merge in response, strengthening their market power over the insurers. The Federal Trade Commission and the U.S. Department of Justice normally consider markets with HHI above 1,500 as “moderately concentrated” and markets with HHI above 2,500 as “highly concentrated,” triggering antitrust litigation. However, consolidated hospital markets have largely avoided antitrust litigation. Today, more than half of the hospital markets in the United States have an HHI above 2,500, meaning that the DOJ and FTC would consider them to be “highly concentrated.” (Source: A. Roy analysis, Robert Wood Johnson Foundation, Martin Gaynor, Irving Levin Associates, HHS ASPE)

# Retail Rockets Up

Typical Charges for Common Medical Services

Service	CVS MinuteClinic	Average Medical Group
Sports Physical	\$39	\$80-\$200
Flu Symptoms	\$79	\$80-\$200
A1c Check	\$59	\$80-\$200

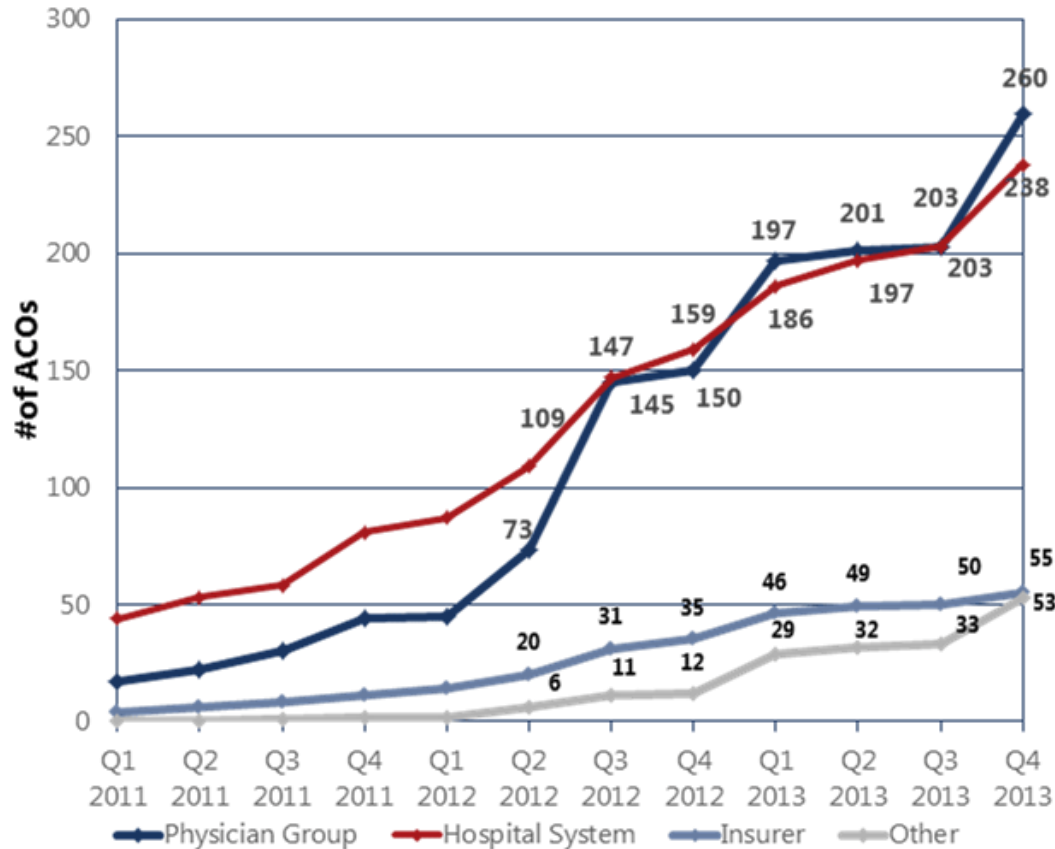
Estimated Total Number of Retail Clinics in the US

2000-2015<sup>1</sup>

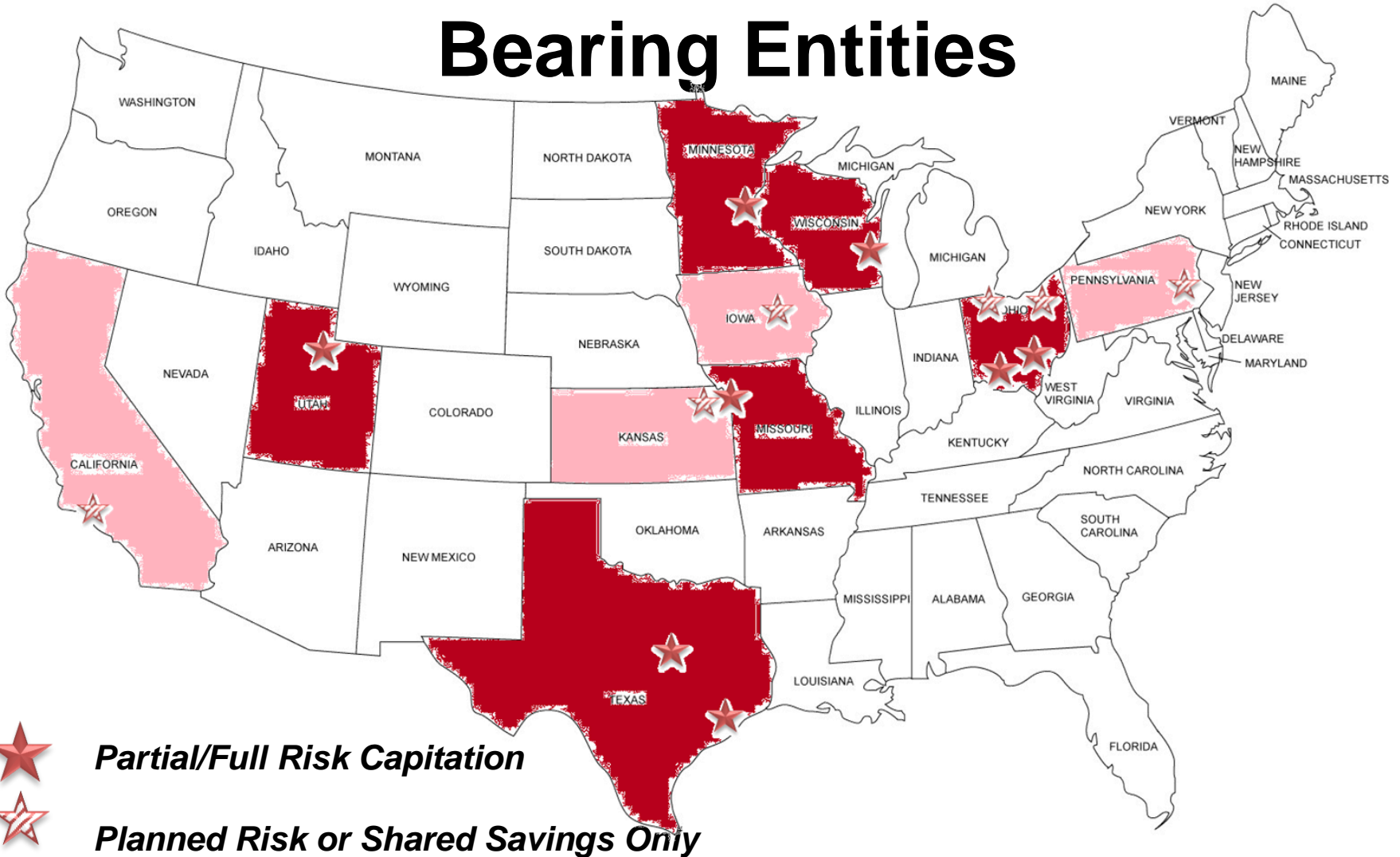


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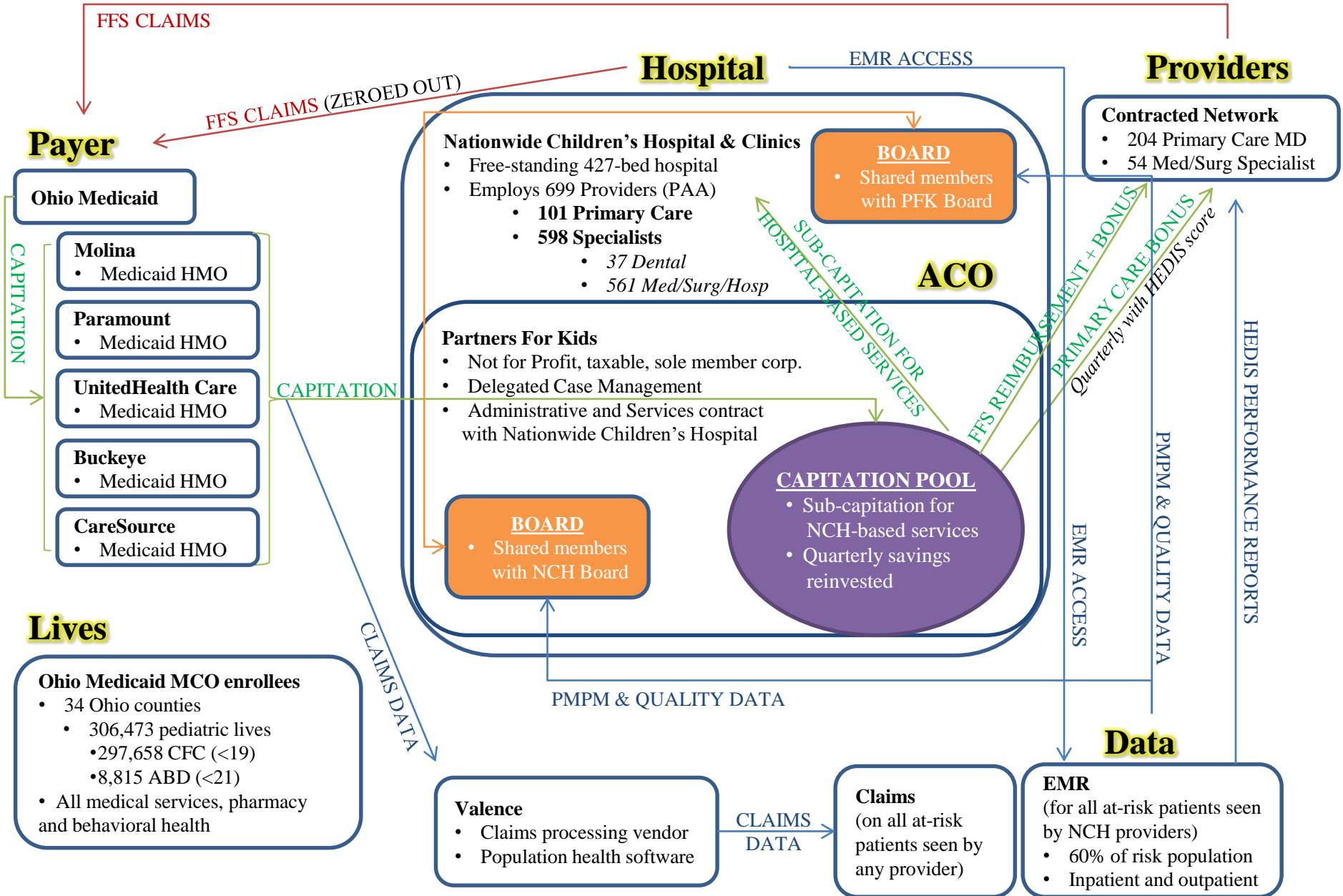
# Accountable Care Organizations



# Children's Hospital Associated Risk-Bearing Entities



# Partners for Kids





# What is Partners For Kids?

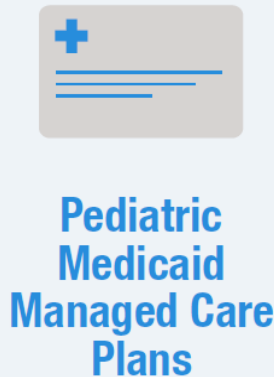


- Partnership between Nationwide Children's and **>1,000** physicians caring for children
- Responsible for improving the quality of care and lowering costs for **>320,000** children
- **Full financial risk** through the 5 managed Medicaid plans as an "intermediary organization"

# PFK's Place in the System

## Partners For Kids Flow of Funds

Partners For Kids receives funds for each child in the program for the child's medical care.



# Where the Money Goes for Care



## Retained

- Pay claims
- Provider contracting
- Member services
- Profit

## Outside Entities

- \$5 Dental
- \$9 IP Hosp
- \$6 OP Services
- \$14 Doctors
- \$14 Rx

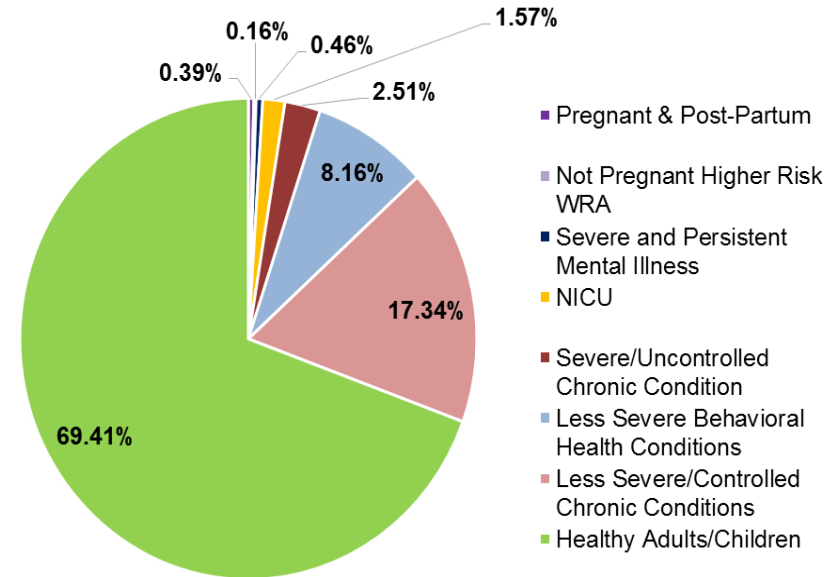
## Net Revenue

- \$3 PAA
- \$38 NCH

Note: Amounts are approximate portions based on combined (ABD & CFC, Central & SE) PFK 2013 results, scaled to \$100 PMPM

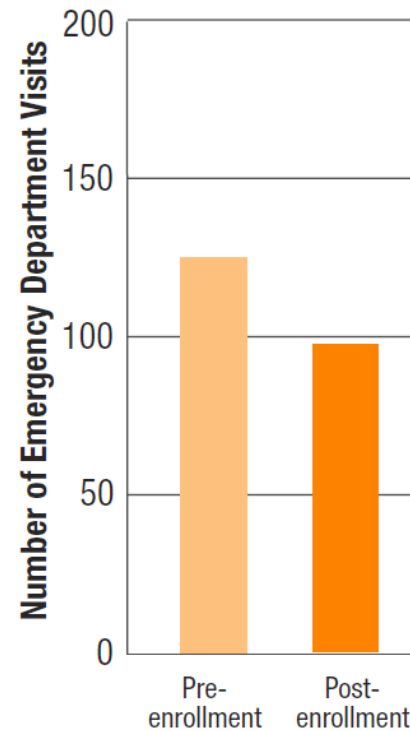
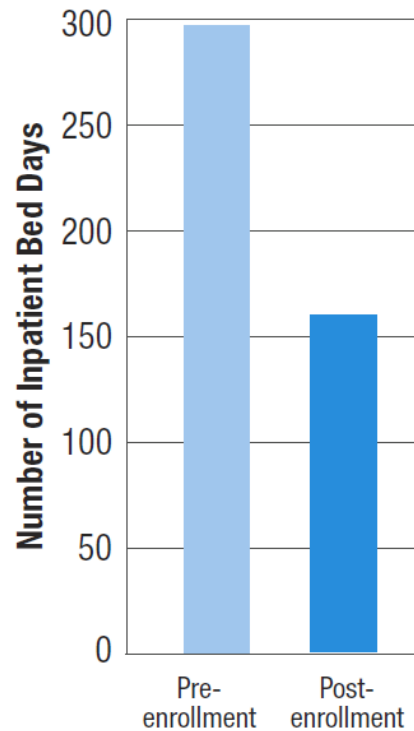
# Who are PFK's Children?

- Over 320,000 children ages 0-18
- Urban Columbus to rural Appalachia
- Poor (<200% federal poverty level)
- More transient living situation
- Higher incidence of chronic disease



# Care Coordination

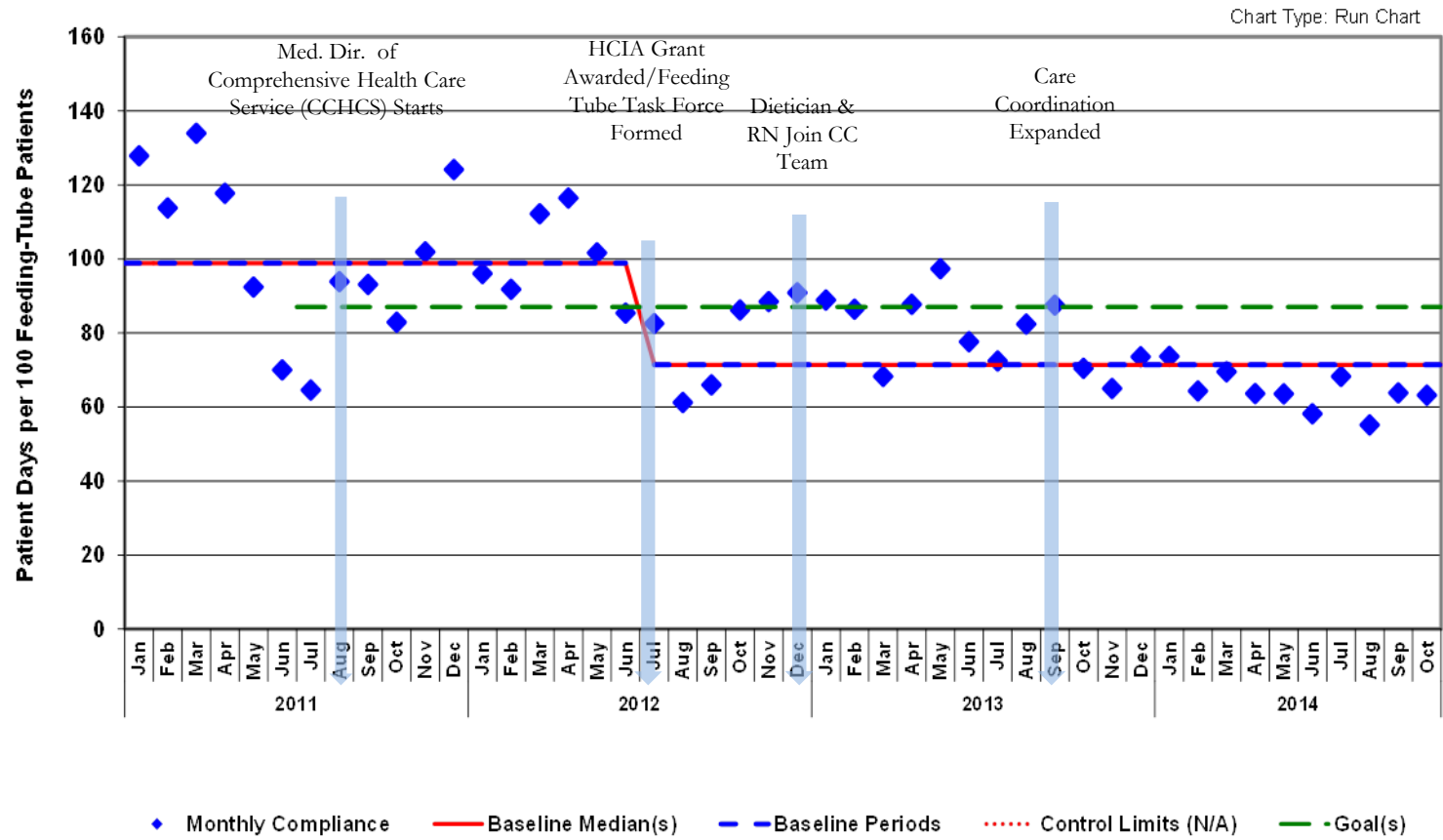
## Pre- and Post-enrollment Utilization Characteristics of Selected Patients Enrolled in Care Coordination 2014



# Keeping Complex Patients Home

Census Patient Days per 100 Feeding-Tube Patients

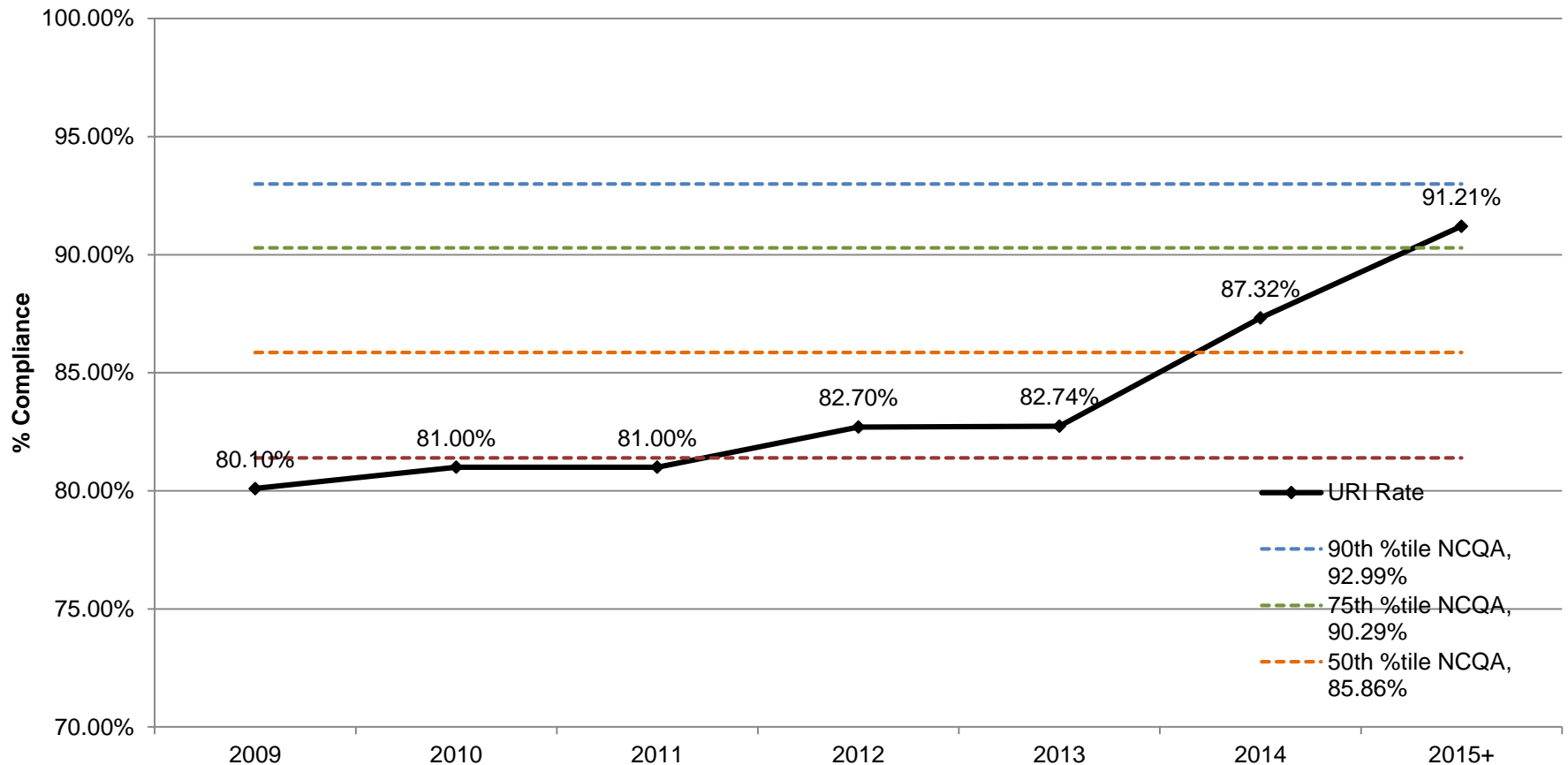
Desired Direction of Change  
↓



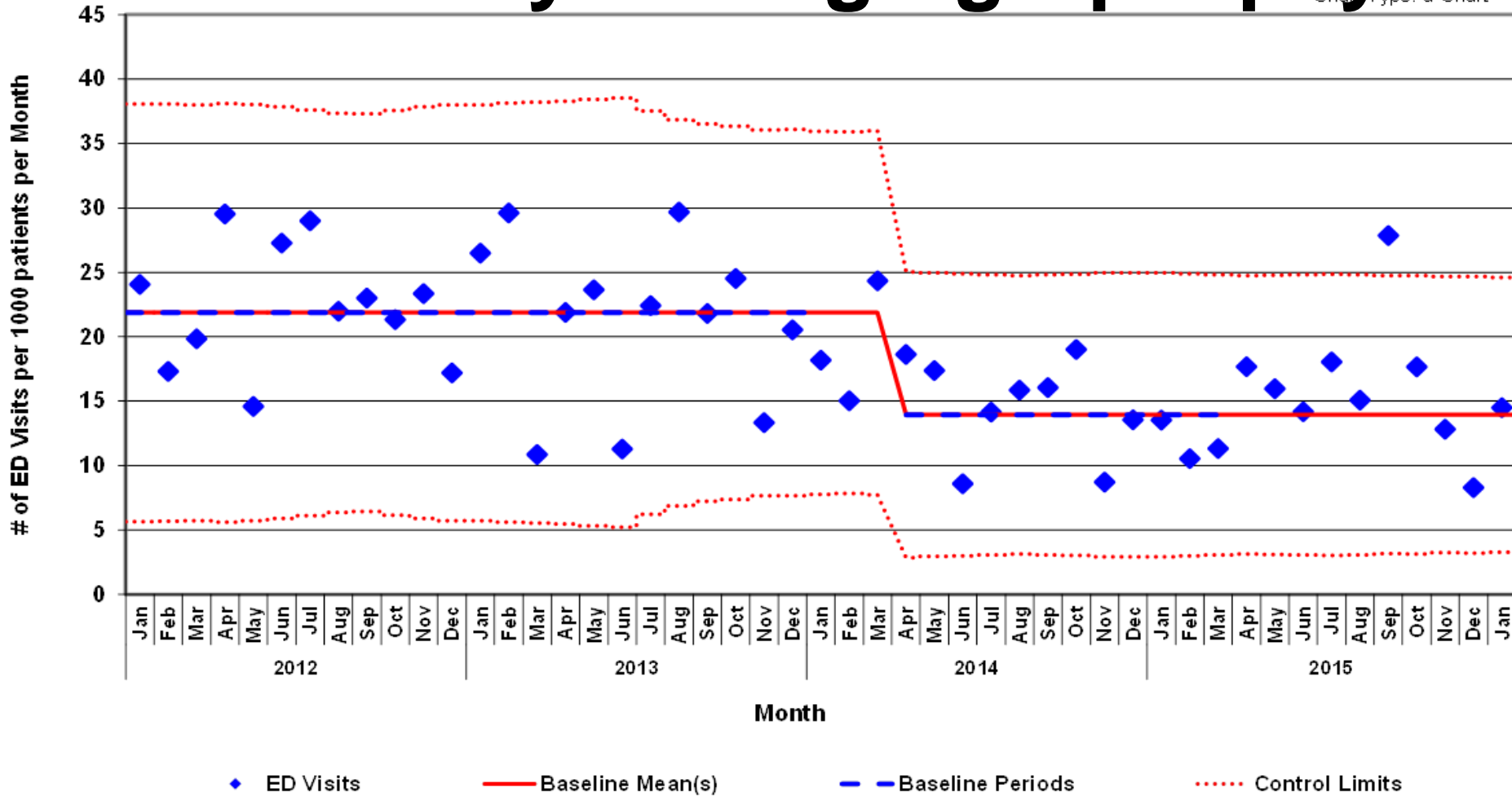
Census Inpatient Days	757	686	821	724	572	437	403	583	581	524	641	766	608	593	736	772	678	578	558	420	458	601	622	647	625	618	499	652	737	594	560	642	681	551	511	582	582	500	534	476	471	423	491	395	452	443
Feeding Tube Cohort	592	603	613	615	619	624	624	621	624	632	629	617	633	646	656	663	667	677	676	686	694	697	703	712	703	715	731	743	757	765	773	779	778	782	786	791	790	777	768	748	741	727	719	716	708	701

# Preventing Antibiotic Resistance

Appropriate Treatment for Upper Respiratory Infection by Year - PFK Data  
(Dx 460 or 465 only)



# Proactively Managing Epilepsy



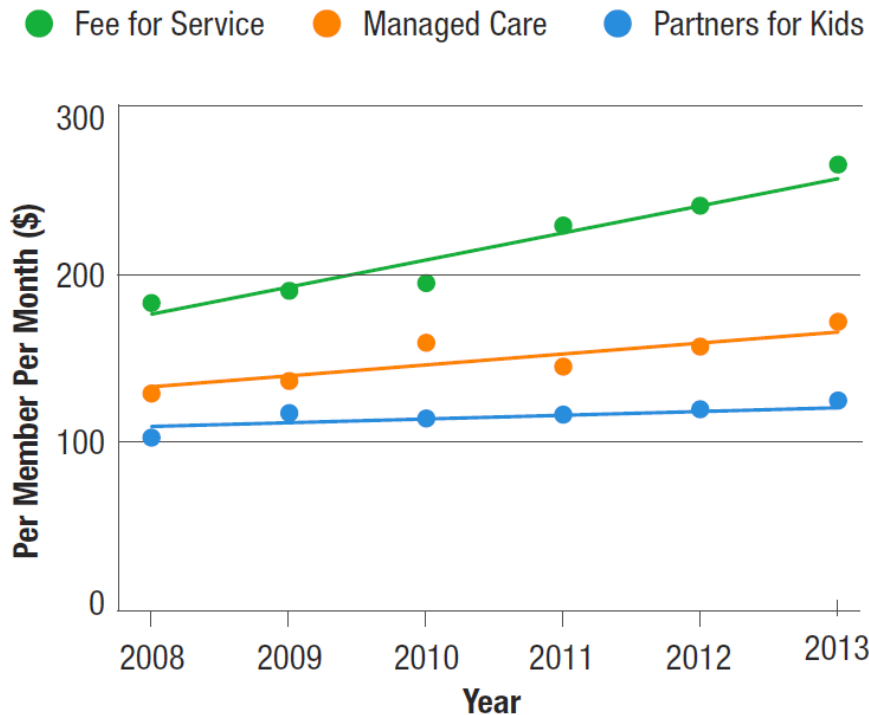
◆ ED Visits      — Baseline Mean(s)      — Baseline Periods      ..... Control Limits

ED Visits	18	13	15	22	11	21	23	18	19	17	18	13	20	22	8	16	17	8	18	26	20	23	13	20	18	15	24	19	18	9	15	17	17	20	9	14	14	11	12	19	17	15	19	16	30	19	14	9	16
PFK Patients	748	751	756	745	754	770	793	819	826	797	771	756	755	743	737	731	719	709	803	876	917	938	975	974	990	998	986	1020	1036	1048	1060	1072	1059	1052	1033	1033	1035	1044	1060	1075	1065	1058	1053	1061	1077	1076	1092	1086	1104



# Saving Society Money

## Cost Per Member Per Month: PFK Compared to Medicaid



**National Leader for LGBTQ Equality,**  
**scoring a perfect 100 on the Municipal Quality Index**  
*(Human Rights Campaign, 2015)* **For Population Growth** *(U.S. Census Bureau)*



**For Job Growth** *(U.S. Bureau of Labor Statistics)*

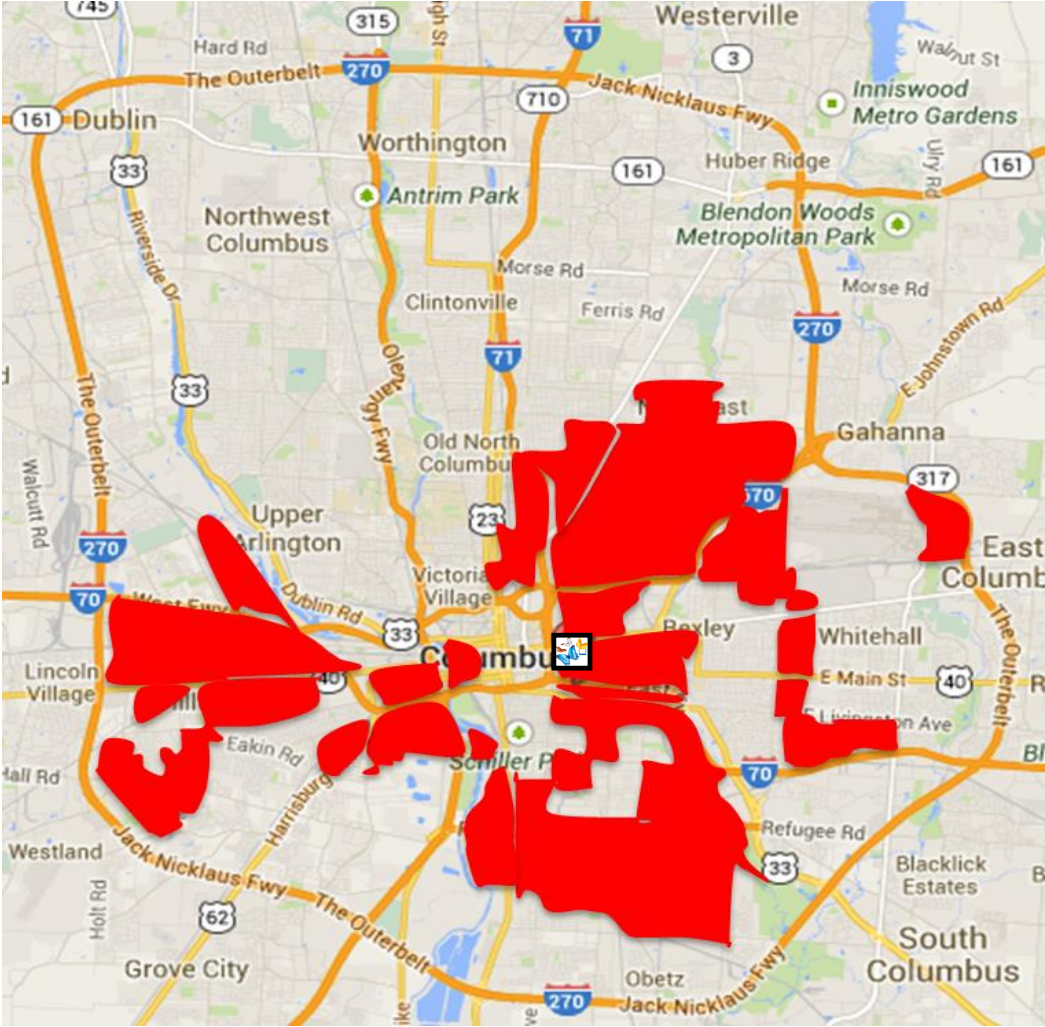
**Top 10 City for Young Professionals** *(U.S. Labor Department)*

**Intelligent Community of the Year**  
**No. 3 best city millennials** *(Intelligent Community Forum June 2015)*  
*(TIME, September 2015)*

**15th Fastest Growing City in the Country**

# Franklin County Opportunity Index Map

**RED = LEAST OPPORTUNITY/HIGHEST RISK**

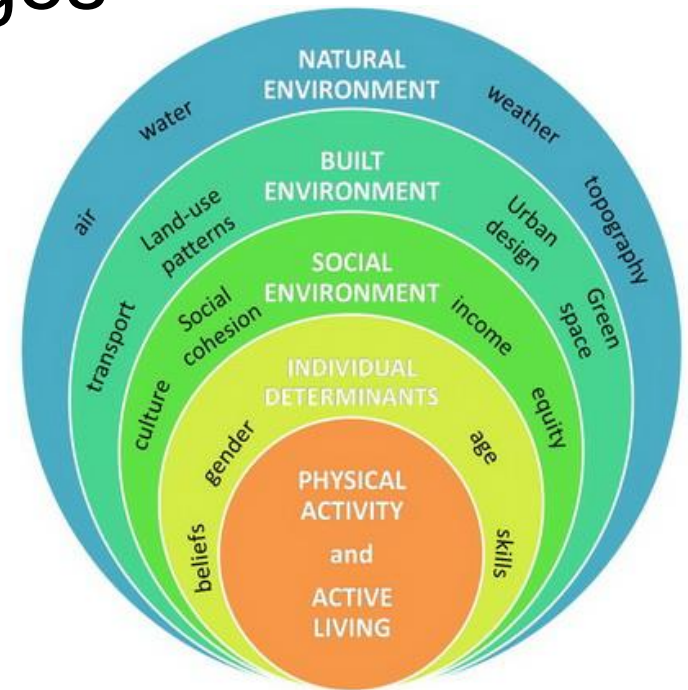


Source: <http://kirwaninstitute.osu.edu/reports/2013/2013-Franklin-County-Childrens-Report.pdf>



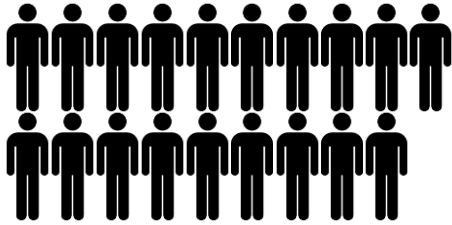
# Neighborhood Distress and Child Development

- Epigenetics/gene expression
- Structural neuronal changes
- Hormonal alterations
- Cognitive, behavioral, social outcomes

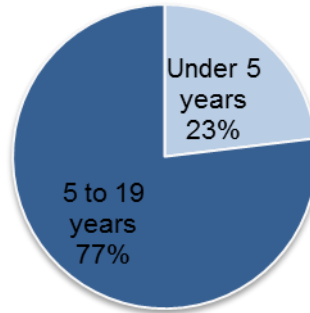


# HNHF Zone 06\*

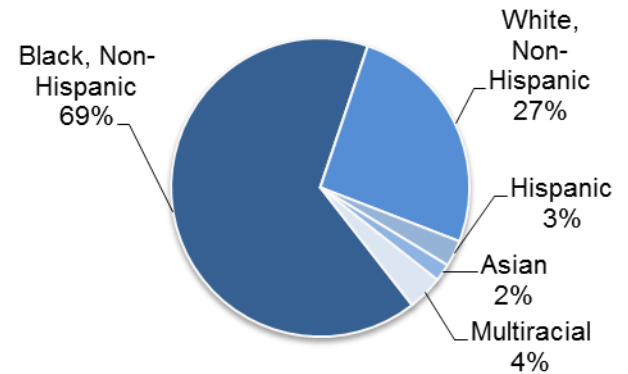
Population: 1,856



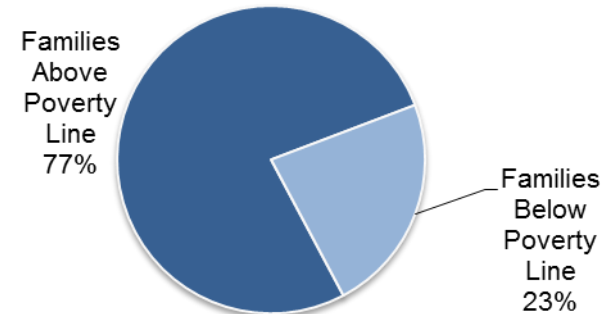
612 Children



73% Minority



Per Capita Income  
\$17,581




493  
Families



23.6% of 1,021  
housing units are  
owner-occupied

Source: 2012 Census Data for Census Tract 0056.10

 = 100 People



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**EDUCATION**



**WORKFORCE  
DEVELOPMENT**



**SAFE & ACCESSIBLE  
NEIGHBORHOODS**

**HEALTHY NEIGHBORHOODS  
HEALTHY FAMILIES**



**AFFORDABLE HOUSING**



**HEALTH & WELLNESS**



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# Healthy Homes



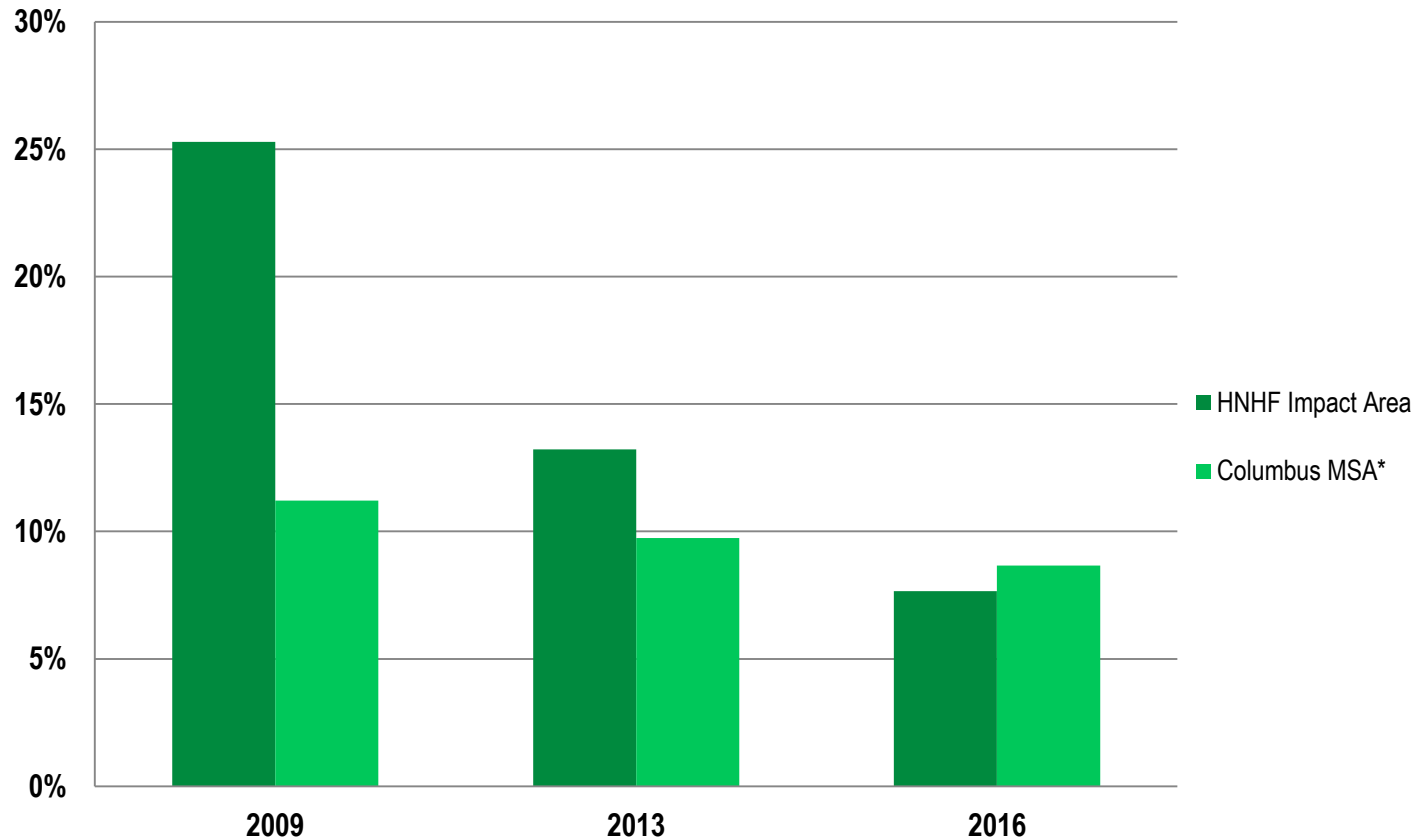
Before



After

Impacted  
more than  
**309**  
residential  
properties

# Vacancy Rate 2009 - 2016



\*Source: American Community Survey 1-year Estimates for 2009, 2013, & 2015





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**AFFORDABLE HOUSING**



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# PAX Good Behavior Game for Elementary School Students



14%

Decrease in suspension  
days per student



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**WORKFORCE  
DEVELOPMENT**



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NEIGHBORHOODS**

**HEALTHY NEIGHBORHOODS  
HEALTHY FAMILIES**



**AFFORDABLE HOUSING**



**HEALTH & WELLNESS**



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More than

800

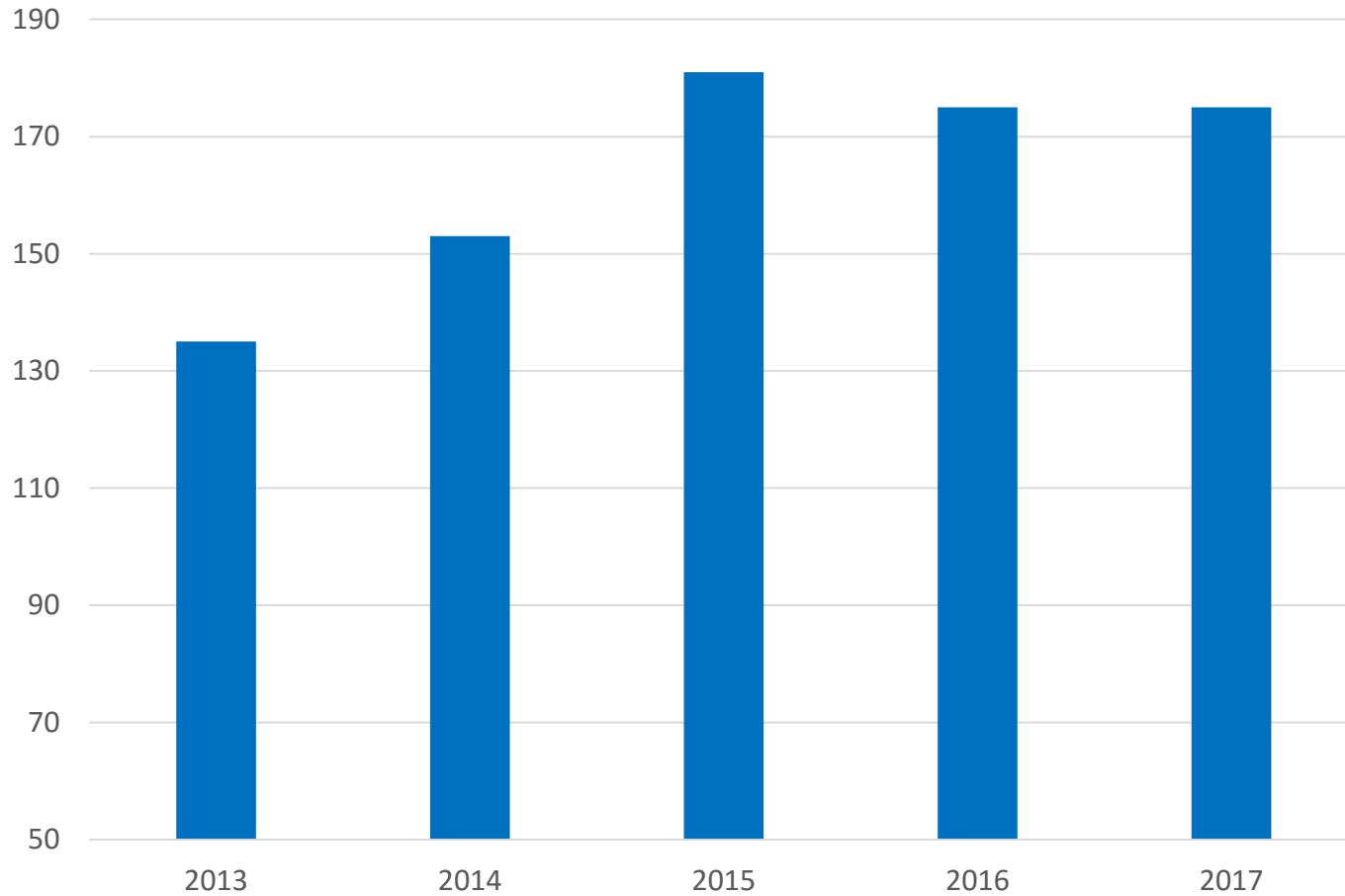


HNHF residents are  
employed by  
Nationwide Children's



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# Neighborhood Hires



# The Residences at Career Gateway

**58**

units of affordable housing  
combined with on-site  
workforce development  
training



# Addressing Social Determinants

- Community to Clinic
  - RWJ Accelerating Investment
  - Building Healthy Places Network
  - Oregon Coordinated Care Organizations
- Clinic to Community
  - CMMS Accountable Health Communities
  - Med Legal Partnership studies
  - Boston City EITC and tax program



# Medicaid Medical Directors 2018 Survey

- Actively collecting or exploring social determinants data
- Housing and food most common focus
- Purpose:
  - Risk adjustment
  - Pay for process then eventually outcomes
- Challenged and need help

# Next Generation Pediatrics

OLD	NEW
PCMH	PCMNeighborhood
Anticipatory Guidance Visit	Group Well Care, Online Care
Physician Care	Team Care
Physician Focused Practice	Retail/Consumer Focused Care
Child Wellness	Social Determinants of Health

# Policymakers

- Calculating Capitation
  - Shared data----State/MCOs/Providers
  - Shared Savings Pools---Within and X-sector
  - Aligned incentives—  
State/MCOs/Providers
  - Population level metrics/social determinants
-