

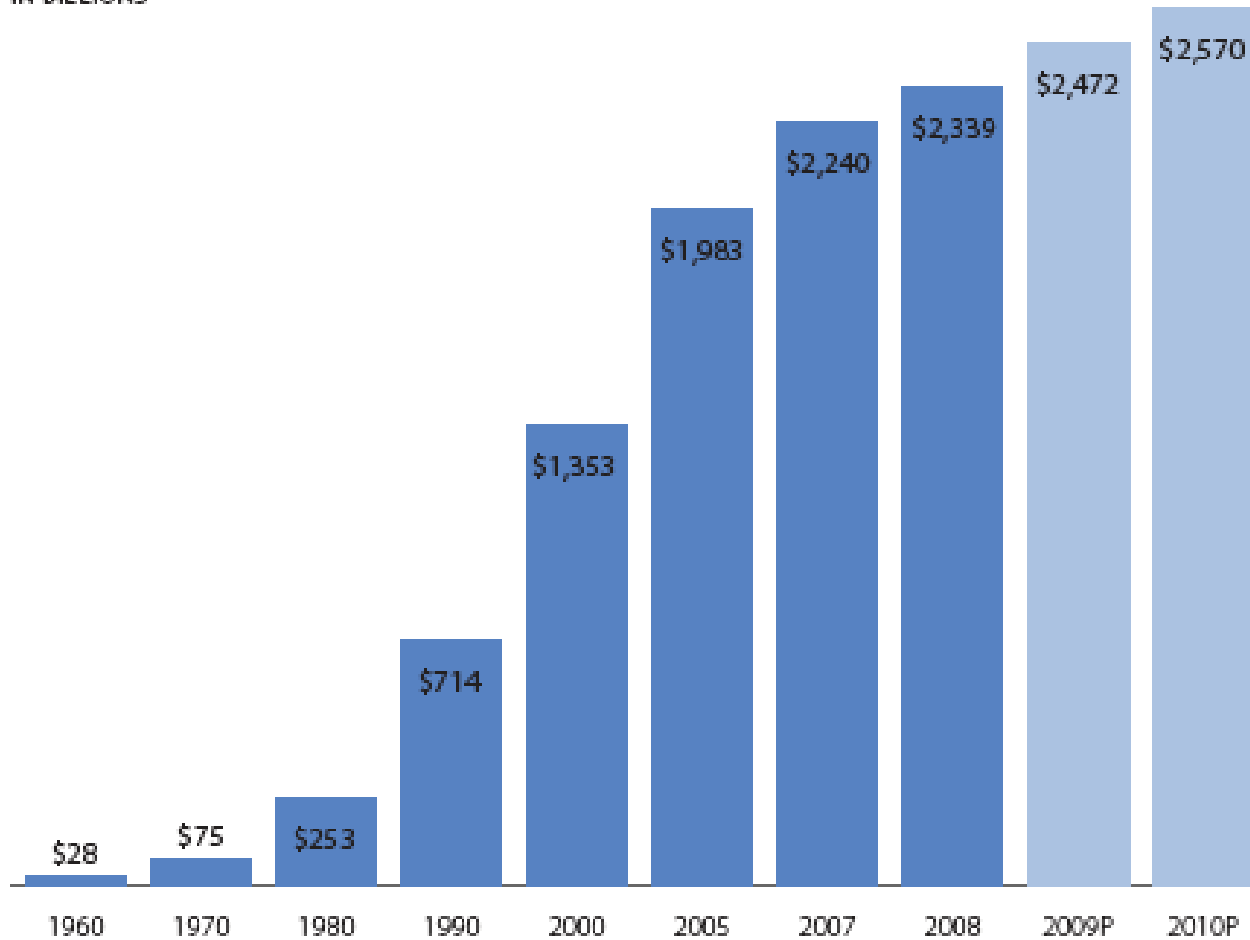
A Demonstration Project to Build Medicaid Accountable Care Organizations (ACO's) in New Jersey

Jeffrey Brenner, MD
Executive Director/Medical Director



National Health Spending, 1960–2010*

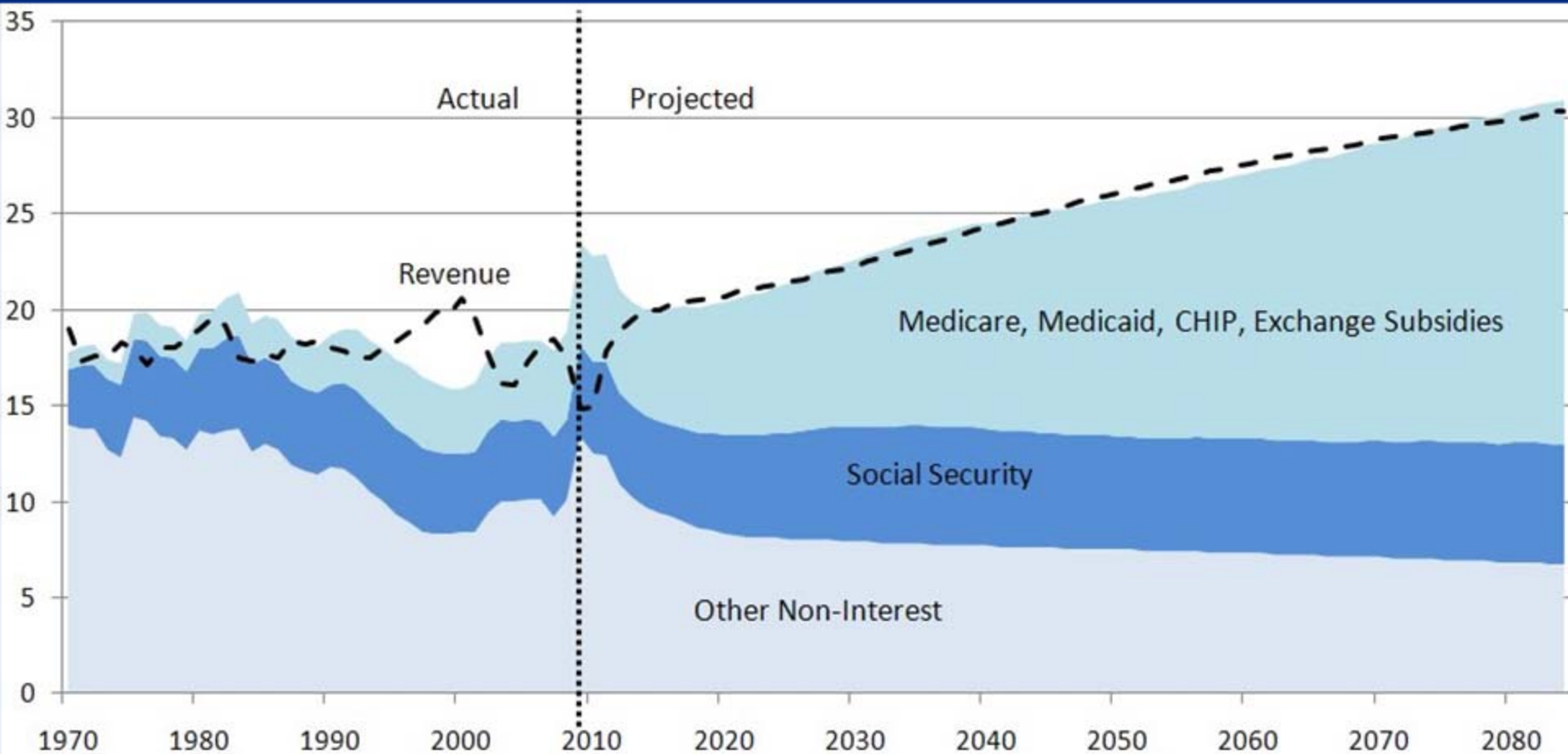
IN BILLIONS



*Selected rather than continuous years of data shown prior to 2007. Years 2009 forward are CBO projections.

Source: Centers for Medicare and Medicaid Services (CMS), Office of the Actuary.

Long-term Federal Debt



Dartmouth Atlas

| | | | | | | | |
|----|--------|----|--------|----|--------|----|--------|
| AL | 25,344 | IL | 31,197 | MT | 25,056 | RI | 29,028 |
| AK | 31,957 | IN | 23,874 | NE | 25,838 | SC | 27,095 |
| AZ | 27,843 | IA | 23,746 | NV | 27,950 | SD | 24,072 |
| AR | 25,724 | KS | 25,740 | NH | 25,706 | TN | 26,464 |
| CA | 38,573 | KY | 25,012 | NJ | 39,810 | TX | 28,466 |
| CO | 25,888 | LA | 26,830 | NM | 24,616 | UT | 23,936 |
| CT | 32,636 | ME | 25,196 | NY | 38,369 | VT | 27,050 |
| DE | 28,450 | MD | 36,337 | NC | 25,829 | VA | 25,435 |
| DC | 39,637 | MA | 31,985 | ND | 23,855 | WA | 27,698 |
| FL | 29,604 | MI | 28,427 | OH | 25,005 | WV | 23,789 |
| GA | 26,267 | MN | 27,411 | OK | 25,227 | WI | 25,343 |
| HI | 33,518 | MS | 25,705 | OR | 25,509 | WY | 25,173 |
| ID | 23,697 | MO | 25,681 | PA | 28,487 | US | 29,199 |

Inpatient and Part B spending per decedent during last 2 years of life

Source: Dartmouth Atlas of Healthcare. 2006.

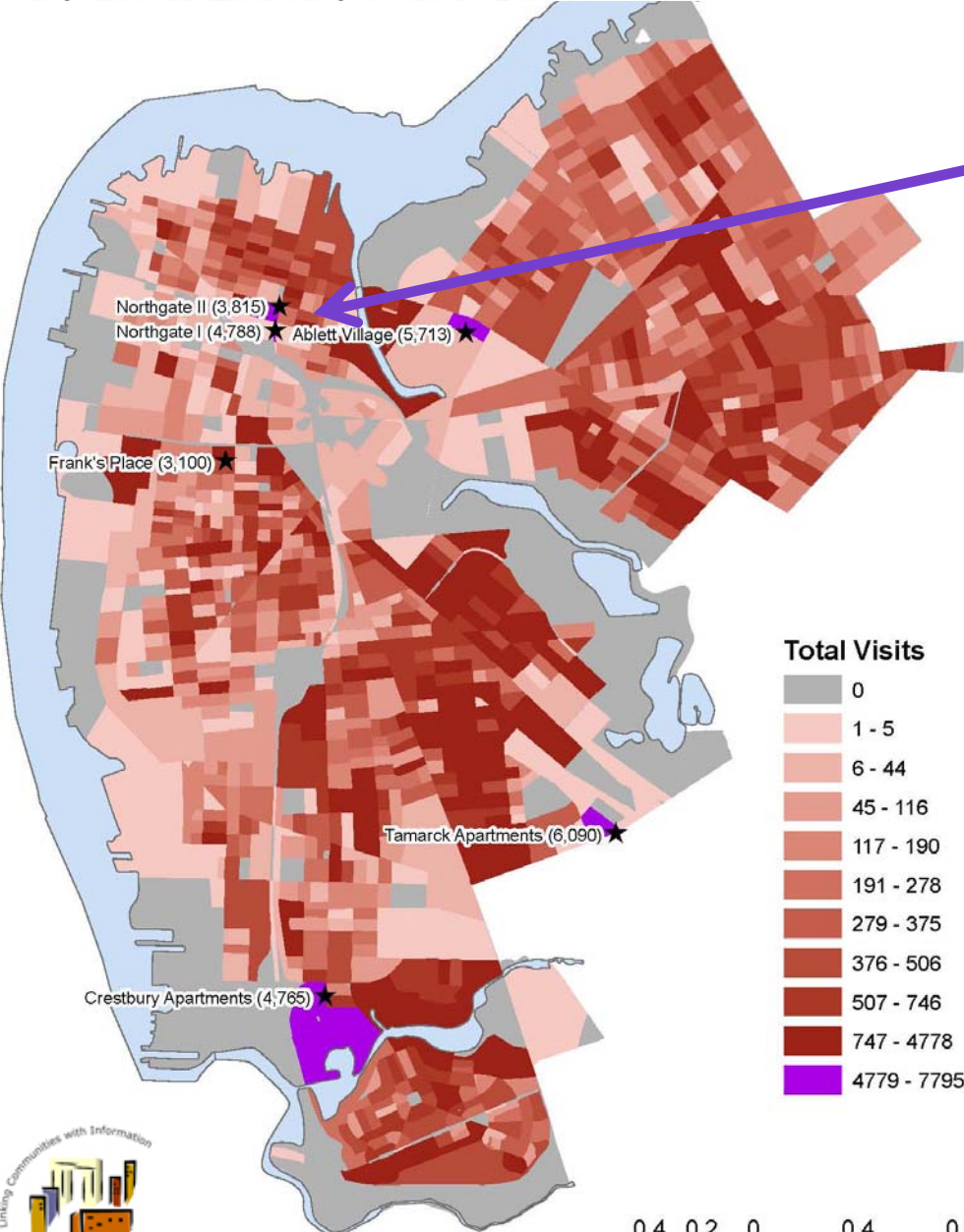
Camden Health Data

- 2002 – 2009 with Lourdes, Cooper, Virtua data
 - 480,000 records with 98,000 patients
 - 50 % population use ER/hospital in one year
- Leading ED/hospital utilizers citywide
 - 324 visits in 5 years
 - 113 visits in 1 year
- Total revenue to hospitals for Camden residents \$460,000,000 + charity care
 - Most expensive patient \$3.5 million
 - 30% costs = 1% patients
 - 80% costs = 13% patients
 - 90% costs = 20% patients

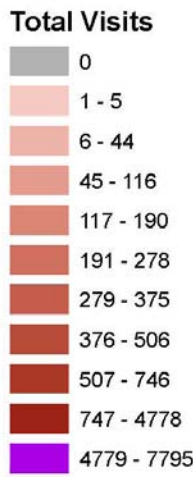
Top 10 ER Diagnosis 2002-2007 (317,791 visits)

| | | |
|--------|---|--------|
| 465.9 | ACUTE UPPER RESPIRATORY INFECTION (head cold) | 12,549 |
| 382.9 | OTITIS MEDIA NOS (ear infx) | 7,638 |
| 079.99 | VIRAL INFECTION NOS | 7,577 |
| 462 | ACUTE PHARYNGITIS (sore throat) | 6,195 |
| 493.92 | ASTHMA NOS W/ EXACER | 5,393 |
| 558.9 | NONINF GASTROENTERI (stomach virus) | 5,037 |
| 789.09 | ABDOMINAL PAIN-SITE NEC | 4,773 |
| 780.6 | FEVER | 4,219 |
| 786.59 | CHEST PAIN NEC | 3,711 |
| 784.0 | HEADACHE | 3,248 |

Hospital and Emergency Visits by Block (January 2002 - June 2008)



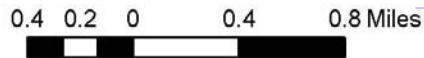
Northgate I public housing



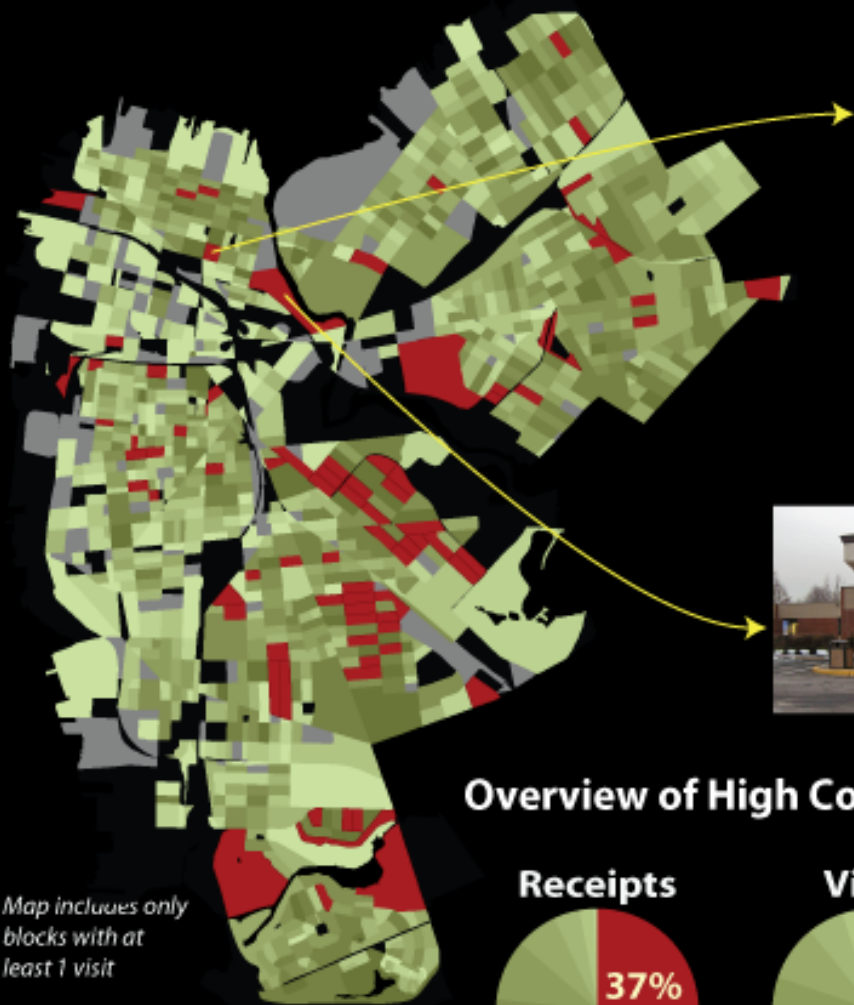
| | Visits | Patients | Charges | Receipts | Collected |
|--------------|--------------|--------------|---------------------|--------------------|------------|
| Cooper | 3,172 | 749 | \$42,144,097 | \$4,994,658 | 12% |
| Lourdes | 811 | 337 | \$7,848,809 | \$1,028,611 | 13% |
| Virtua | 805 | 331 | \$1,742,467 | \$345,092 | 20% |
| 2005 | 838 | 370 | \$10,834,420 | \$1,269,373 | 12% |
| 2006 | 738 | 355 | \$6,867,995 | \$881,549 | 13% |
| 2007 | 790 | 369 | \$7,979,262 | \$901,181 | 11% |
| ED | 3882 | 978 | \$6,150,592 | \$864,019 | 14% |
| Inpatient | 906 | 408 | \$45,584,781 | \$5,504,342 | 12% |
| Total | 4,788 | 1,070 | \$51,735,374 | \$6,368,361 | 12% |

Primary Diagnosis

| Rank | ED | Inpatient |
|------|------------------------|--------------------------------------|
| 1 | abdominal pain (789.0) | live birth (V3X.0) |
| 2 | acute URI NOS (465.9) | chest pain (786.5) |
| 3 | chest pain (786.5) | congestive heart failure NOS (428.0) |



Healthcare Cost Hotspots in Camden, NJ (Jan 2002-June 2008)



High Cost Buildings...



Northgate II
 3,901 visits, 615 patients
 \$83 million in charges
 (\$21,000 per visit)
 \$12 million in receipts
 15% collection rate



Abigail House
 1,414 visits, 332 patients
 \$92 million in charges
 (\$65,000 per visit)
 \$15 million in receipts
 16% collection rate

Overview of High Cost Hotspots...

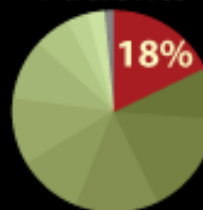
Receipts



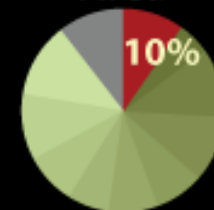
Visits



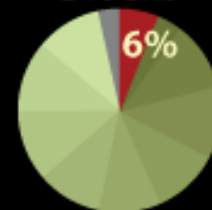
Patients



Area



Blocks



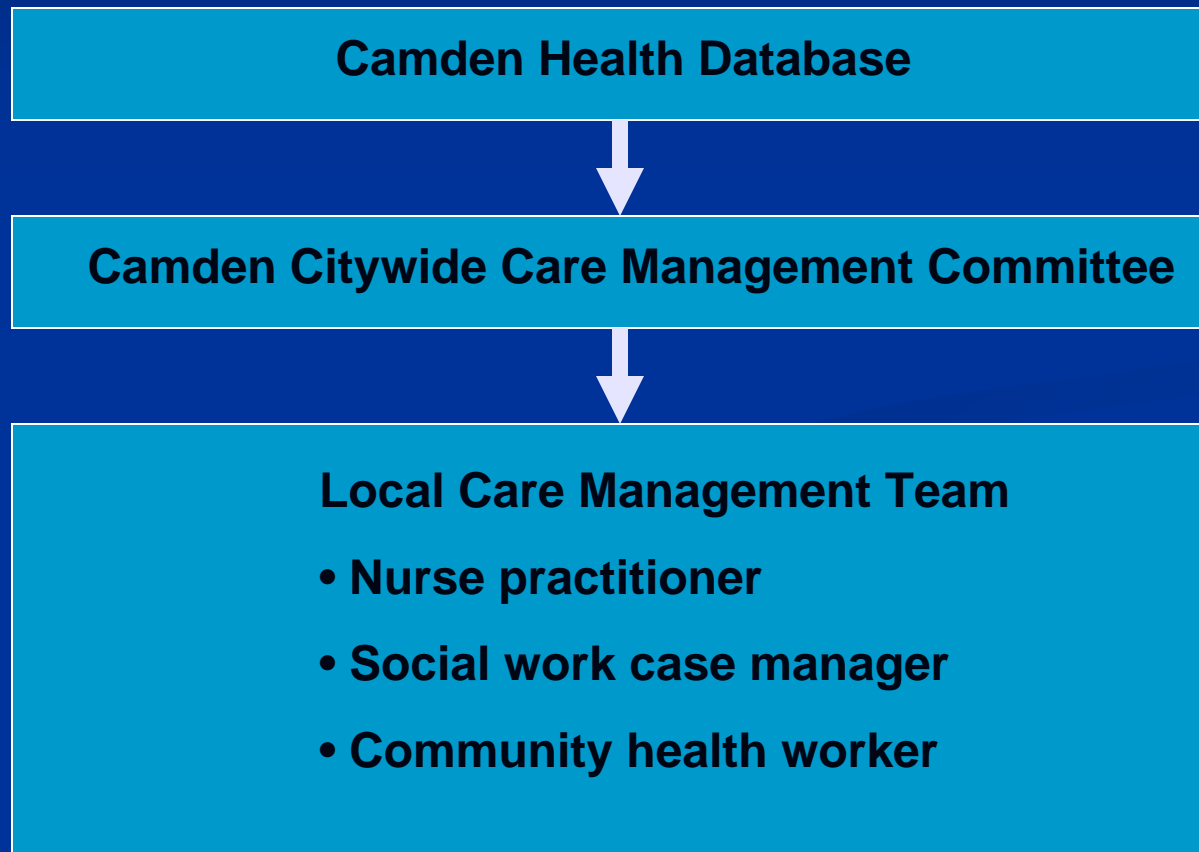
Change what you know. Know what to change.



Overview of the Coalition

- 20 member board, incorporated non-profit
- Foundation and hospital support
- Projects-
 - Camden Health Database
 - Citywide Care Management Project
 - Camden Diabetes Collaborative
 - Camden Health Information Exchange
 - Citywide Violence Intervention

Citywide Care Management System



Case Management- Experience Thus Far

Over 5 year period:

- Most expensive patient
 - \$4,973,811 charges
 - \$661,155 receipts
- Visits 1,663 with average 38.67 visits/patient
- 37% visits are inpatient
- Total 43 patients
 - \$25,598,615 charges
 - \$2,995,080 receipts

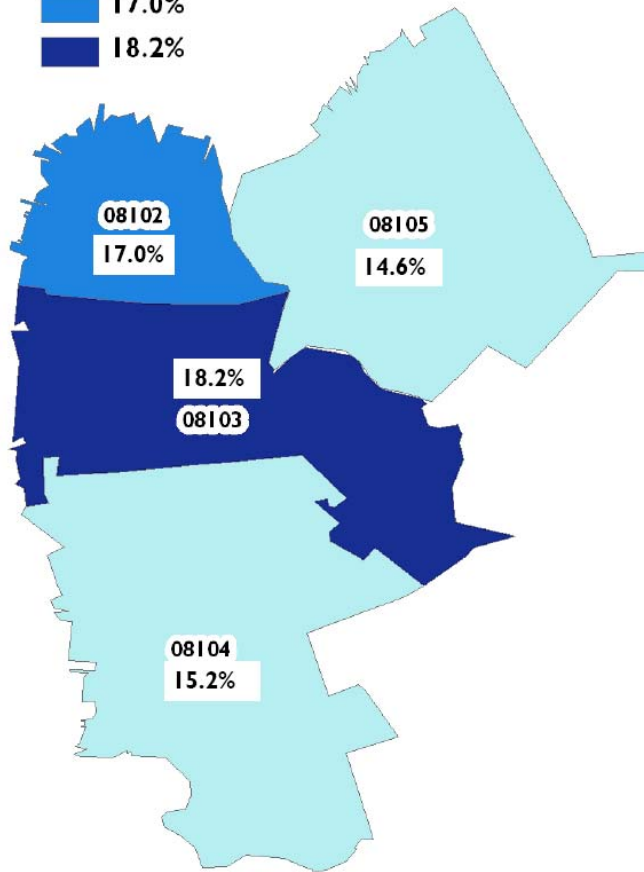
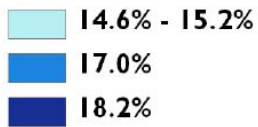
Camden Diabetes Collaborative

1. Transform primary care at 10 local offices (Patient Centered Medical Home using Chronic Care Model)
2. Improve access to diabetic education
3. Care coordination with Medical Day Programs
4. Targeted care of the high cost/high needs DM patients

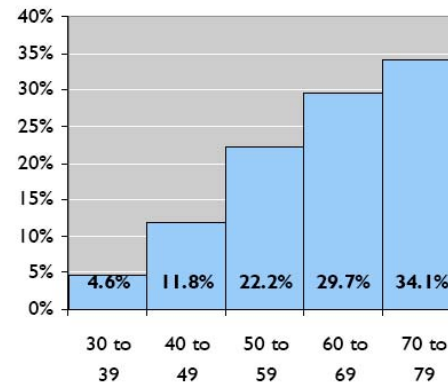
Camden Citywide Diabetes Collaborative Map



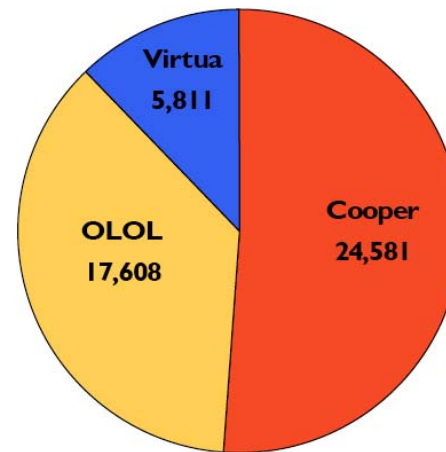
Percent of Population 30+ with Diabetes



Prevalence of Diabetes by Age



Diabetes Visits by Hospital

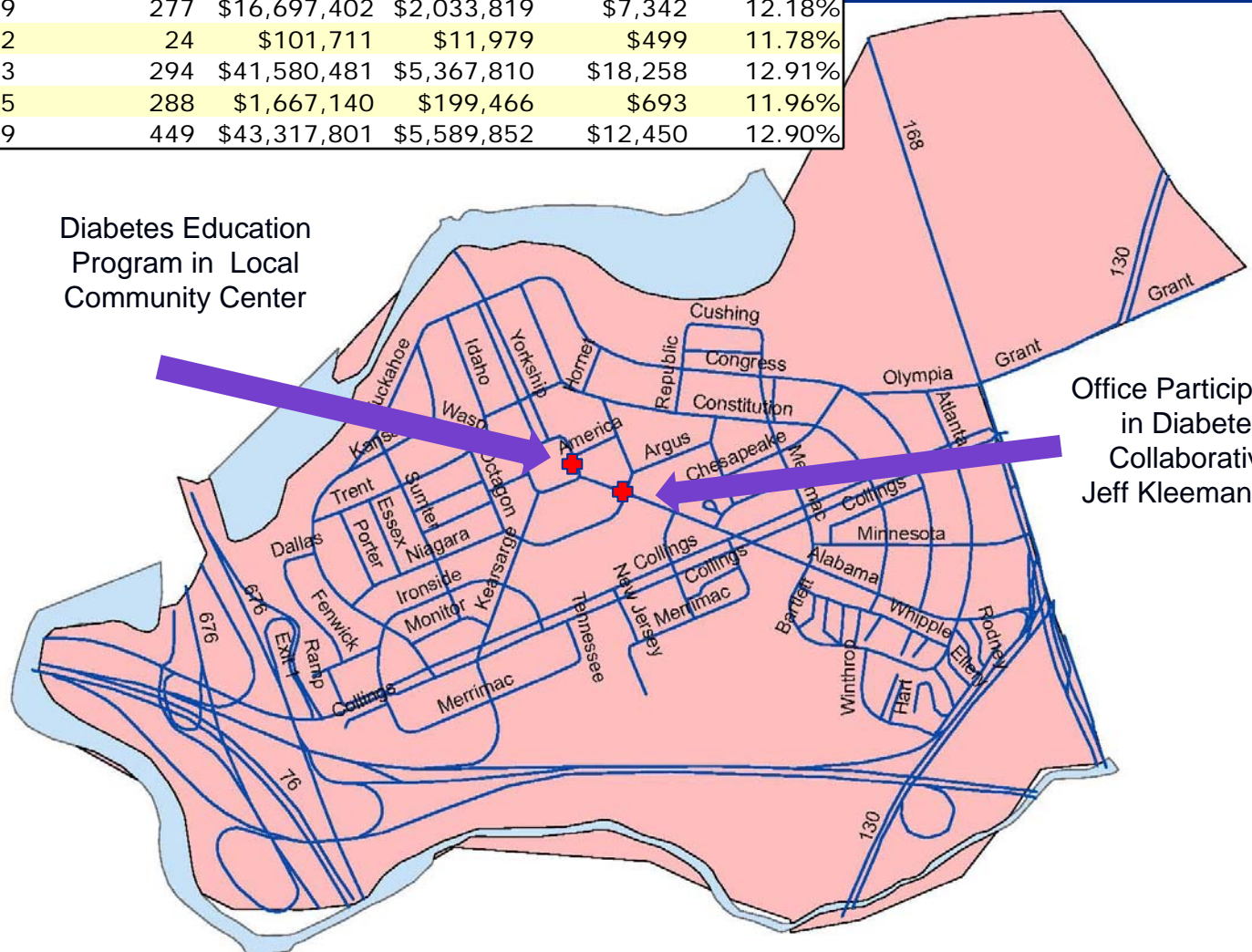


| Number of Visits | Total Visits | Total Patients | Charges | Receipts |
|------------------|---------------|----------------|------------------------|----------------------|
| 1 to 10 | 19,930 | 4,992 | \$606,910,340 | \$84,943,020 |
| 11 to 20 | 12,475 | 875 | \$328,629,988 | \$43,928,131 |
| Over 20 | 15,595 | 428 | \$278,015,450 | \$34,729,624 |
| TOTAL | 48,000 | 6,295 | \$1,213,555,777 | \$163,600,775 |

Diabetes In Camden 2002 - 2007

Fairview Neighborhood Analysis for Diabetes Collaborative

| Hospital Visits for Diabetes by Fairview Residents | | | | Receipts per Patient | | | |
|--|--------------|--------------|--------------|----------------------|----------------------|-----------------|---------------|
| | Visits | Patients | Charges | Receipts | Receipts per Patient | Collections | |
| by year | 2005 | 203 | \$4,832,435 | \$677,863 | \$5,894 | 14.03% | |
| | 2006 | 246 | \$9,678,565 | \$1,142,730 | \$9,069 | 11.81% | |
| | 2007 | 329 | 156 | \$10,005,427 | \$1,033,585 | \$6,626 | 10.33% |
| 1/1/2002 to 6/30/2008 | Cooper | 648 | \$26,518,688 | \$3,544,053 | \$16,332 | 13.36% | |
| | Lourdes | 779 | 277 | \$16,697,402 | \$2,033,819 | \$7,342 | 12.18% |
| | Virtua | 32 | 24 | \$101,711 | \$11,979 | \$499 | 11.78% |
| | Inpatient | 743 | 294 | \$41,580,481 | \$5,367,810 | \$18,258 | 12.91% |
| | Emergency | 715 | 288 | \$1,667,140 | \$199,466 | \$693 | 11.96% |
| | Total | 1,459 | 449 | \$43,317,801 | \$5,589,852 | \$12,450 | 12.90% |





Jeff Brenner, M.D.
Camden Coalition of
Healthcare Providers

Patient Search

Last

First

Search By Name

M-PID MRN

M-PID

Search By Number

Recent Patients

Scheduled Patients

No New Messages

View Encounters

Log Out



[Chart Summary](#) [History](#) [Meds/Allergies](#) [Notes](#) [Labs](#) [Procedures](#) [Radiology](#) [Tools](#) [Admin/Pref](#) [Orders](#)

Patient, TestJeff **DOB: 02/15/1957** **MR # 2** **Home: 800-999-6666**

Provider: Jennifer Jarecki, DO **Pharmacy: ?**

Select Clinic For Chart View

CBC* 05/19/2010

| | |
|--|--------------------------------------|
| PATIENT NAME: Patient, TestJeff | COLLECTION DATE: UNKNOWN |
| BIRTH DATE: 02/15/1957 | SPECIMEN SOURCE: |
| HOME PHONE: 800-999-6666 | DELIVERED TO: Ryan Arnold, MD |
| ACCESSION #: | STATUS: Final |

| TEST NAME | RESULTS | UNITS | REFERENCE RANGE |
|---------------------------------------|-------------|-------|-----------------|
| WBC* | 5 | K/UL | 4 - 11 K/UL |
| RBC* | 4 | M/UL | 3.8 - 5.2 M/UL |
| Hemoglobin* | 15 | g/dL | 14 - 18 g/dL |
| Hematocrit* | 55 H | % | 42 - 52 % |
| MCV* | 81 | fL | 80 - 100 fL |
| MCH* | 26 L | pg | 27 - 34 pg |
| MCHC* | 30 L | % | 30.5 - 37.5 % |
| RDW* | 12 | % | 11 - 15 % |
| Platelet Count* | 150 | K/UL | 140 - 450 K/UL |
| MPV* | 14 | fL | 7 - 14 fL |
| Lymphocytes* | 33 | % | 21 - 49 % |
| Absolute Monocytes* | 5 | % | 3 - 11 % |
| Eosinophils* | 6 | % | 0 - 7 % |
| Absolute Neutrophils* | 2 | K/UL | 1.8 - 7.7 K/UL |
| Absolute Lymphocytes* | 2 | K/UL | 1 - 5 K/UL |
| Absolute Monocytes* | 1 H | K/UL | 0 - 0.8 K/UL |
| Absolute Eosinophils* | .2 | K/UL | 0 - 0.5 K/UL |
| Absolute Basophils* | .2 | K/UL | 0 - 0.2 K/UL |

Testing Facility Comment:

Cooper Emergency Department in-house lab results entered by NetPractice Admin on 05/19/2010 at 6:41 AM.

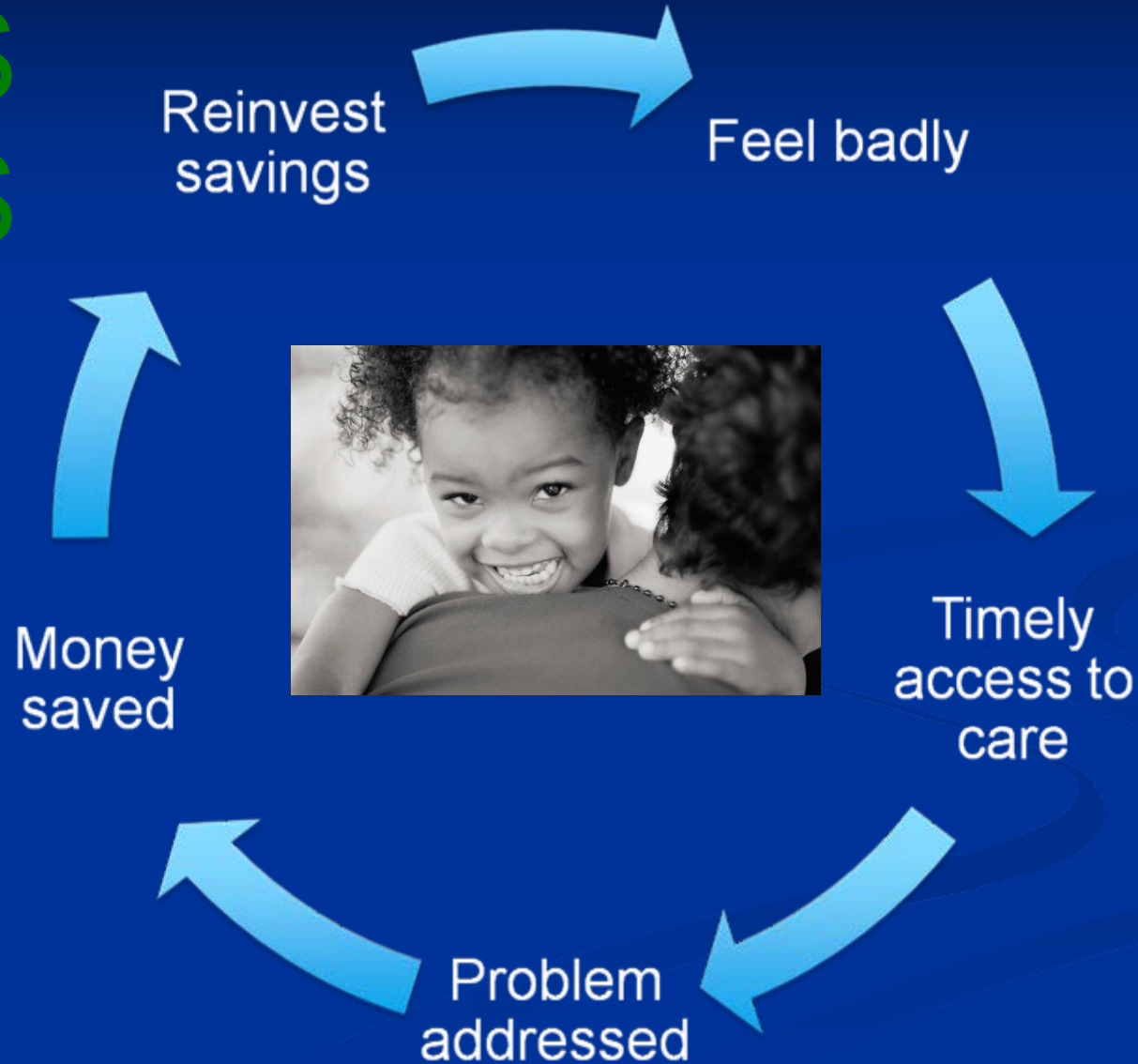
Camden
HIE
Live
Monday
Oct 11,
2010

Our Sick Care System

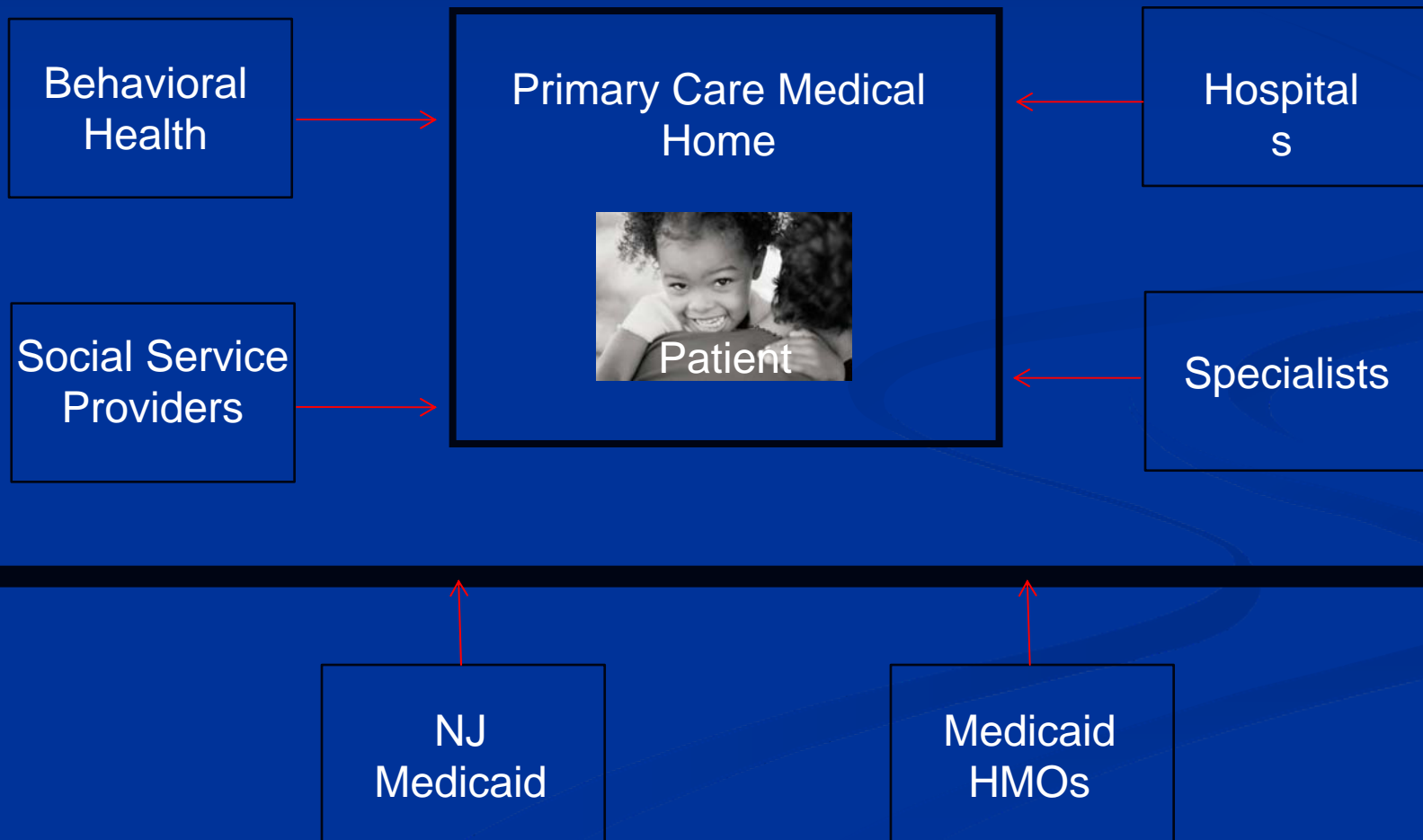


Building a Camden ACO

\$\$\$
\$\$\$



Community-based Accountable Care Organization



Comparing Emergency Room High Utilizers in Camden, Trenton, and Newark

| Emergency Department High Utilizers | Top 1% 2007 |
|---|--------------|
| <i>Camden</i> | |
| Patients | 386 |
| Visits | 5169 |
| Visits/Patient | 13.4 |
| <i>% visiting more than one hospital</i> | 80.6% |
| | |
| <i>Trenton</i> | |
| Patients | 504 |
| Visits | 7616 |
| Visits/Patient | 15.1 |
| <i>% visiting more than one hospital</i> | 78.2% |
| | |
| <i>Newark</i> | |
| Patients | 928 |
| Visits | 14367 |
| Visits/Patient | 15.5 |
| <i>% visiting more than one hospital</i> | 71.1% |

Comparing Hospital Admission High Utilizers in Camden, Trenton, and Newark

| Frequent Inpatient Utilizers | Top 1% 2007 |
|---|--------------|
| <i>Camden</i> | |
| Patients | 104 |
| Visits | 859 |
| Visits/Patient | 8.3 |
| <i>% visiting more than one hospital</i> | 49.0% |
| | |
| <i>Trenton</i> | |
| Patients | 173 |
| Visits | 1565 |
| Visits/Patient | 9 |
| <i>% visiting more than one hospital</i> | 63.6% |
| | |
| <i>Newark</i> | |
| Patients | 330 |
| Visits | 3196 |
| Visits/Patient | 9.7 |
| <i>% visiting more than one hospital</i> | 67.0% |

SENATE, No. 2443

STATE OF NEW JERSEY
214th LEGISLATURE

INTRODUCED DECEMBER 6, 2010

Sponsored by:
Senator JOSEPH F. VITALE
District 19 (Middlesex)

SYNOPSIS

Establishes Medicaid Accountable Care Organization Demonstration Project
in DHS.

CURRENT VERSION OF TEXT

As introduced.

NJ Medicaid ACO Pilots

- Community-based non-profit
- Geographic Collaboration
 - 100% inpatient hospitals
 - 75% of primary care providers
 - At least 4 behavioral health providers
- Payer participation
 - Mandatory Medicaid FFS
 - Optional Medicaid HMO's

NJ Medicaid ACO Pilots

- Gainsharing or shared savings model
 - No change in current mode of payment
- State plays the role of intermediary
 - Recognizing ACO's
 - Ensures appropriate use of gainsharing funds
- Rutgers State Center for Health Policy
 - Helps calculate gainsharing payments
- Three cities ready (Camden, Trenton, Newark)

ACO Pilot



Camden cost savings strategies

- Nurse practitioner led clinics in high cost buildings
- More high utilizer outreach teams
- Medical home-based nurse care coordination
- More same day appointments (open access scheduling)

More Information

www.camdenhealth.org

www.camconnect.org

jeff@camdenhealth.org