

THE Value Initiative

Members in Action: Managing Risk & New Payment Models

OSF HealthCare – Peoria, IL

Connecting health systems and community-based organizations to improve outcomes

The AHA's Members in Action series highlights how hospitals and health systems are implementing new value-based strategies to improve health care affordability. This includes work to redesign the delivery system, manage risk and new payment models, improve quality and outcomes, and implement operational solutions.

Overview

OSF HealthCare is a faith-based, 13-hospital health care system serving Illinois and the Upper Peninsula of Michigan. The integrated health system is owned and operated by The Sisters of the Third Order of St. Francis, headquartered in Peoria, IL. It established OSF Innovation in 2016 as a means to embrace change and address the community's most significant health challenges.

One of the first OSF Innovation projects was finding a way to care for the 13,000 people of Streator, IL, where the small town's only standing hospital was closed by another health care system. The OSF HealthCare division, in partnership with city officials, embraced this challenge as an opportunity to create a new, sustainable framework for rural health care, leveraging technology to create community engagement and access to care where and when patients need it.

Now called the OSF Center for Health - Streator, the former hospital is currently undergoing a renovation and features the first rural freestanding emergency department (ED) in the state with space for primary care, outpatient services and community resources.

In an effort to improve health outcomes, reduce lengths of stay, reduce avoidable readmissions and address social determinants of health in Streator, the facility uses software developed by Pieces Technologies to bridge the gap that is often prevalent among social service organizations and health care providers.

Pieces Iris™ is a cloud-based case management platform

Impact

OSF HealthCare partners with 10 community-based organizations, including the YMCA and the Salvation Army, to help address social determinants of health.

For this first year, OSF's analytics team is gathering baseline utilization data on patients enrolled in Iris and comparing health outcomes with those who are not part of the program. The data will be segmented by ED use, avoidable readmissions and length of stay, among other variables. Though OSF HealthCare is absorbing the cost of installing Iris, the health system projects to receive its return on investment in a year as a result of reduced utilization.

"We want to empower the community," said Kip McCoy, program manager of Ministry Performance Improvement. "We want them to own this process."



The renovated OSF Center for Health – Streator will feature the first rural freestanding emergency department in the state.

that connects Center for Health – Streator clinicians with community-based organizations (CBOs) that address issues related to housing, food insecurity, transportation, behavioral health, prescription assistance, public health, utility assistance, job training and other needs.

The system follows patients in both health care and community settings to ensure they receive the services they need to support their health and wellness goals and prevent hospitalization. Previously, OSF HealthCare Mission Partners spent time on the phone locating resources for patients. Even if connections were made, there were not always processes in place to ensure patients received the assistance they needed.

The Iris system works is as follows:

- Patients' social services needs are assessed when they are discharged from the hospital or seen at a medical group.
- If an issue is identified, a complex case manager enrolls the person in Iris and connects them with an agency in the online referral directory.
- The agency is alerted to the referral via email and notes in the patient's Iris account when the patient appears for an appointment.
- The agency indicates the completed appointment and Iris then alerts the case manager.
- If the agency refers the patient to a different agency for other services, that information is documented and all appropriate agencies and case managers are notified.

Pieces is one of 10 technology companies OSF HealthCare has invested in and partnered with to test innovative health care solutions. It is part of the OSF Ventures portfolio.

Lessons Learned

OSF HealthCare quickly learned the importance of meeting with the CBOs to understand their internal processes and programs. Members of the Performance Improvement (PI) team, part of OSF Innovation, learned that some organizations were using paper forms and filing cabinets to collect and store client information while another did not have ready access to computers for their volunteers.

The PI group worked with leaders from the not-for-profit groups to promote the value in using a closed-loop, cloud-based case management system. In addition, the hospital system supplied laptops to one organization so it could easily implement the platform for client intake. Still other CBOs used multiple platforms to enter client data, but could not easily track those who were referred to other agencies. In those cases, Iris was set up to complement the systems they already had in place. Overall, OSF HealthCare adopted an approach with the agencies of starting small and looking for opportunities to add value.

“Don't try to be everything to everybody at the start,” said McCoy. “Take time to understand their processes and see how the system can help without inappropriately replacing what already works for them.”

Future Goals

Using what they have learned in Streator, OSF Innovation plans to implement the Iris system with additional agencies in Streator, as well as CBOs and schools in other regions of its network.

Contact: Kip McCoy, Program Manager

Telephone: (309) 308-9500

Email: kip.l.mccoy@osfhealthcare.org