Health Care Innovation Award

The project described is supported by Grant # 1C1CMS33100501-00 from Centers for Medicare and Medicaid Services, Center for Medicare and Medicaid Innovation.

The contents are solely the responsibility of the authors and do not necessarily represent the official views of HHS or any of its agencies.
• 19+ Counties in Northern California

• 5,000 Physicians

• 50,000 Employees

• 24 Hospitals

• 24 Surgery Centers

• Sutter Care at Home - Home Health, Hospice, Home Infusion Therapy, Medical Equipment & Respiratory Therapy
ADVANCED ILLNESS MANAGEMENT (AIM®) TODAY

<table>
<thead>
<tr>
<th>OUR LOCATIONS &amp; SERVICE AREA</th>
<th>WHAT IS AIM?</th>
</tr>
</thead>
</table>

- Approximately 3000 persons served daily
- Approximately 16,000 enrolled to date
- 14 teams serving 19 counties
- RN & MSW Teams
- Coached by Palliative Care Certified Medical Director

Currently no plans to expand to Napa, Nevada and Amador counties.
AIM At-a-Glance

Referral Sources

Hospital
Physician
Home Health
Hospice

Discharges

Hospice
Death
SNF
Other
## AIM: Who do we serve?

### Clinical Eligibility

“High burden” of disease and **ONE** of the following:

- Rapid/significant clinical, functional or nutritional decline
- Recurrent hospitalizations or ED use
- Provider would not be surprised if patient died in the next 12 - 18 months

### AIM Population Served in 2015

**n = 4,722**

<table>
<thead>
<tr>
<th>Descriptor</th>
<th>AIM Population Served in 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td>▪ 81.7% of enrollees older than 65 year; 78% &gt;75 years</td>
</tr>
</tbody>
</table>
| **Source of Referral**         | ▪ 1,900 physicians across 19 counties  
• 47.2% referred during a hospital stay  
• 35% referred by a physician’s office |
| **Diagnoses at Enrollment**    | ▪ 58.5% with 2+ chronic illnesses  
▪ 30% with a cancer diagnosis  
▪ 74% with clinical, nutritional, or functional decline |
| **Utilization at Enrollment**  | ▪ 62% with recurring ED visits and hospitalizations |
| **Payer**                      | ▪ 87.3% were insured by Medicare or Medi-cal and of those:  
• 70.5% FFS Medicare or Medi/Medi  
• 21.9% Medicare Advantage (MA) or MA/Medi-Cal plan |

### 90% Overall Satisfaction

Remained consistently high in the mid 90% range over time, well above 80% target.
# Backbone Standard of Practice for AIM

## AIM Care Pillars

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance Care Planning (Personal Goals)</td>
<td>Red Flags &amp; Symptom Management Plans</td>
</tr>
<tr>
<td>Red Flags &amp; Symptom Management Plans</td>
<td>Medication Management</td>
</tr>
<tr>
<td>Medication Management</td>
<td>Follow Up Visits</td>
</tr>
<tr>
<td>Follow Up Visits</td>
<td>Patient Engagement &amp; Self Management Support</td>
</tr>
</tbody>
</table>

### Dual Approach to Care: Curative + Palliative
AIM PILLAR

Advance Care Planning (Personal Goals)

- Personal Goals
- Updates on illness state and prognosis
- Documentation or modification of end-of-life care plans: POLST, DPOA, other ADs
- Opportunity to explore end-of-life care planning
- Update of Personal Goals
Stoplight Forms

Developed by clinicians and patients. Field tested.

• Common symptoms patients with advanced illness face
• High risk medications
• Psycho-social-spiritual Concerns
• 11 languages + English
• Now available for clinicians in the hospital and in the ambulatory system across all of Sutter service area

Controlling heart failure at home
How do I feel today?

- Green zone
  - You are in control.
  - Call:

- Yellow zone
  - Take action today.
  - Call:

- Red zone
  - Take action now!
  - Call:

Is my weight up?
- No change in my weight.
- 3 pounds overnight
- 5 pounds since last week

Do I have swelling?
- I do not have swelling.
- I have swelling in my:
  - Foot, ankle or shin
  - Knee or thigh

Am I short of breath?
- I do not feel short of breath.
- Breathing is normal
  - Sleep is normal

How is my energy level?
- My energy level is normal.

My other signs of heart failure:
- Chock pain or pressure that does not go away.

11 languages + English
Now available for clinicians in the hospital and in the ambulatory system across all of Sutter service area.

Familiar Coding
Universal Symbols
Plain Language
Font Size
Health literate tools and methods used in AIM for Patient Engagement:

- Person-centered goals
  - SMART Goals (Specific, Measurable, Achievable, Realistic, Timely)
  - “I will” Tool
  - Motivational Interviewing
- Personal Health Record (PHR)
- Patient-friendly medication list
- Stoplight tools
  - Chunk and Check (Teachback method)
What are your Personal Goals?

• What do you want for your life?
• What’s important to you today, next week, a month from now?
• How do you want to be living each day?
• Where and with whom do you want to be?
• What motivates me/inspires you?
• What impact is your illness having on the achievement of your goals?

Tool: Smart Goals

My smart goal is:

When will I do it by?

How will I do it?

What problems might I face?

How will I deal with those problems so I can meet my goal?

How will meeting this goal help me?

A member of my care team will follow up with me on:
Date ________________ Care team member ________________
Care type ________________
**Comparison of AIM Measures with National Benchmarks**

*(Results not yet confirmed independently by CMS evaluators)*

**Q1 2016 Results**

<table>
<thead>
<tr>
<th>Category</th>
<th>National Benchmark</th>
<th>AIM</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Hospital Deaths</td>
<td>24.6%</td>
<td>11%</td>
</tr>
<tr>
<td>Hospital Days in Final Months of Life</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Benchmark</td>
<td>Hospital Days in Last 90 Days 8.2 Days</td>
<td></td>
</tr>
<tr>
<td>AIM – Hospital Day in Last Six Months 7.6 Days</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICU Days in Last 30 Days of Life</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Benchmark</td>
<td>ICU Days in Last 30 Days of Life 29.2%</td>
<td></td>
</tr>
<tr>
<td>AIM</td>
<td>ICU Days in Last 30 Days of Life 6.9%</td>
<td></td>
</tr>
<tr>
<td>Transfers to Hospice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Benchmark:</td>
<td>Transfers to Hospice 42.2%</td>
<td></td>
</tr>
<tr>
<td>AIM</td>
<td>Transfers to Hospice 53%</td>
<td></td>
</tr>
<tr>
<td>Proportion Admitted to Hospice Care for Less than 3 days</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Benchmark</td>
<td>Proportion Admitted to Hospice Care for Less than 3 days 28.4%</td>
<td></td>
</tr>
<tr>
<td>AIM</td>
<td>Proportion Admitted to Hospice Care for Less than 3 days 10.9%</td>
<td></td>
</tr>
</tbody>
</table>

AIM Estimated Impact on Utilization
(Results not yet confirmed independently by CMS evaluators)

Change in Utilization 90 Days Post AIM Enrollment
11 Sites Reporting; Q1-2015 to Q4-2015
N = 2,752

- Hospitalizations: 56% Reduction
- ED Visits: 22% Reduction
- ICU Days: 67% Reduction
- Avg. Length of Stay: 11% Reduction

N = 2,752
AIM Estimated Impact on Total Cost of Care
July 2012-June 2015 *(Results not yet confirmed independently by CMS evaluators)*

**AIM Payer Savings per Enrollee Each Award Year**
(90-Day Pre/Post Analysis)

<table>
<thead>
<tr>
<th>Year</th>
<th>Award Savings (in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yr 1</td>
<td>3,660</td>
</tr>
<tr>
<td>Yr 2</td>
<td>8,643</td>
</tr>
<tr>
<td>Yr 3</td>
<td>9,457</td>
</tr>
</tbody>
</table>

**AIM Program Payer Savings Estimate**
Internal Data for all patients all payers vs Medicare Claims data for Only Medicare FFS Eligible Enrollees

<table>
<thead>
<tr>
<th>Award Target</th>
<th>Using Sutter Internal Data - Per Enrollee Payer Savings from Q12 Outcomes</th>
<th>Using Medicare Claims Data on AIM Patients of Last Reported Period - Pe Enrollee Payer Savings (Q9)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Total Savings</td>
<td>$29,000,000</td>
<td>$69,273,040</td>
</tr>
</tbody>
</table>
What’s Driving the Outcomes?

- Focus on Personal Goals
- Health Literate Care
- Patient/Family Engagement in Self Management Support
- Ability to Identify and Address Symptoms early
- Easy Access to Palliative Care Support
- Continuous Nature of Support and Coordination
Sustaining AIM

- Clinical transformation efforts across Sutter are fully aligned to continue to achieve triple aim goals.

- The powerful improvements AIM has demonstrated in quality, patient experience and utilization for patients & families facing serious illness, as well as its impact on total cost of care, has led to the program being fully self-funded since grant closure in June 2015.
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