

Case Study

# Streamlining Care Processes with a Data-driven Approach at MercyOne Population Health Services Organisation (PHSO)

On the Innovaccer Health Cloud

**Leading Iowa-based MercyOne PHSO deployed the Innovaccer Health Cloud to enable every member of their care teams to access patients' data across the network, and empower them with efficient and automated patient assignment processes. They were able to intelligently assign patients across the care management staff, and monitor the individual and overall performance of care teams with real-time tracking of every outcome. With personalised care plans, care managers were able to effectively plug gaps in care, reduce 30-day readmission rate by 7.14%, generate millions in shared savings, and many more.**

## Overview

MercyOne PHSO, one of the largest Accountable Care Organisations in the Midwest U.S. with 400+ service locations, currently manages more than 310,000 patients under 20+ value-based agreements. The MercyOne PHSO Network today consists of six regional chapters, which includes 196 participant organisations with over 3,500+ providers.

Founded in 2012, MercyOne PHSO set out with the vision to foster engaged and patient-centric care across the care continuum through innovation and coordination. To bring this vision to reality, MercyOne PHSO started work to develop data-driven patient engagement strategies that could assist providers in coordinating care, manage resources, and monitor performance, all while engaging patients in their care. To accomplish it, MercyOne PHSO set out on an aggressive data integration strategy in 2015 to connect hundreds of disparate systems across its participant organisations while co-developing an integrated care management solution built on the same data activation platform.

## Implementation Strategy

MercyOne PHSO Participant Organisations span across two-thirds of Iowa's 99 Counties as well as into neighboring states of Nebraska, Illinois, and Wisconsin. Covering six urban markets and their partnering rural sites, data feeds from more than 100 disparate clinical systems, including 15 different branded electronic health records, needed to be streamlined for a higher level of interoperability. As multiple practice sites in the organisation had data sources lacking a common standard, gaining insights into this vast amount of data without a data activation platform was near impossible.

Providing connectivity to tier-2 electronic health records used by rural ambulatory sites was a necessary component to deliver holistic care, but initial requests for proposal showed it would be a costly and inefficient venture. However, to maintain the high quality of clinical data and coordinate care across the organisation network it was necessary to make sure that these data feeds were made available to care staff in near real-time.

Furthermore, decentralised care coordination staff and complicated workflows made task handoffs difficult across the care continuum. Best practices for effectively coordinating care required a daily update on admitted and discharged patients, but every acute facility had a different way of working lists that only captured their facilities patients. Therefore, the organisation had to adopt a custom automation procedure for every practice site to absorb these feeds on a daily basis.

Arguably one of the most difficult aspects to population health management, patient engagement, remains central to MercyOne's vision and a primary driver of its use of Innovaccer's Data Activation Platform. This led to MercyOne seeking out IT partner to design and co-develop a multi-pronged strategy to enhance patient engagement activities and help drive performance under value-based care.

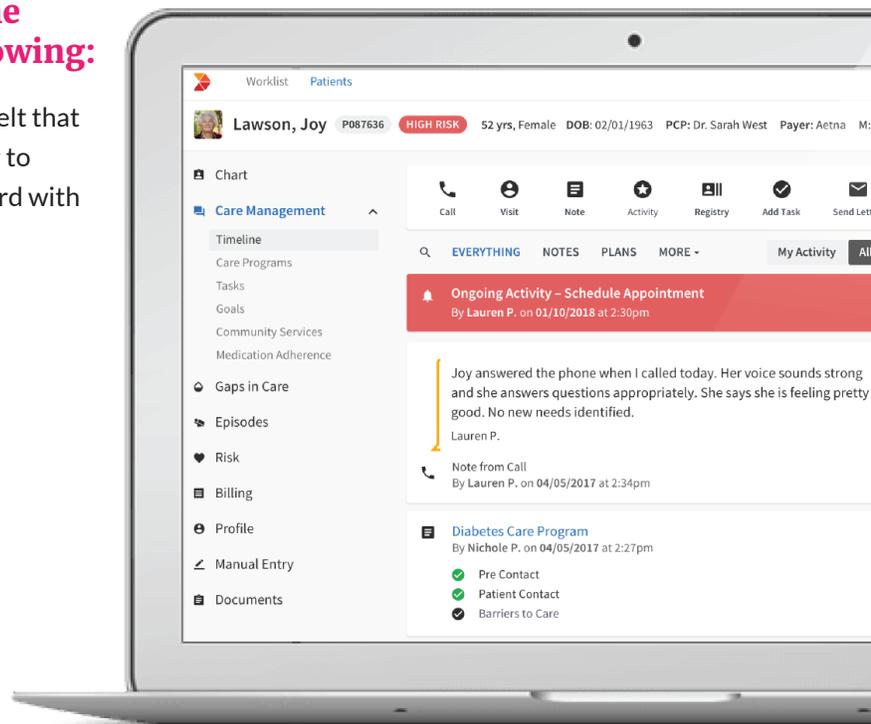
## To accomplish the specific strategies implemented including:

- Providing health coaching utilising motivational interviewing skills that result in patient-centered, health behavior change goals.
- Closing gaps in care by increasing annual wellness visits and identifying “Gaps-in-Care.”
- Planning community-based patient engagement through community resources, community care collations (C.C.C.), and community health workers.
- Identification of patient risk and stratification of the patients to align to services provided by MercyOne.
- Event-based data integration and transfer which involved the use of ADT feeds (Admission – Discharge - Transfers) and utilisation data of the Emergency Department.
- Improving communication across the care continuum utilising “social media” patient care timeline.

## Of the sources included in this view, the MercyOne set out to integrate the following:

For the success of patient-centered care, MercyOne felt that integrating all sources of clinical information together to develop a unique 360-degree view of the patient record with all the necessary information would be required.

- Payer claims
- Internal Billing files
- Electronic Health Records (discrete data, acute & ambulatory)
- Scheduling data
- Other public connections



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## Technology Integration

With greater than 15 years of population health experience and multiple iterations of disease registries, data warehouses, and care management engagement platforms across Mercy Health Network, MercyOne's parent company, the organisation in early 2015 set out on the co-development effort with Innovaccer, for its data activation platform. This technology has allowed MercyOne to accelerate its transition to value-based care, maximise these arrangements and, deploy an event-driven patient engagement strategy across the State of Iowa.

### Through this Data Activation Platform, the 'Care Teams' across MercyOne have been able to:

- Successfully integrate 35 hospital Admission-Discharge-Transfer notifications including the State of Iowa Health Information Exchange.
- Ingest and align data from multiple sources into the data activation platform, creating a 360° patient profile.
- Create 360° patient profiles that provide the care teams with information on patient's connection with the entire care, personal information, the patient's goals, and community resources.
- Develop holistic patient care timelines to increase the visibility of care team interactions and inculcate a more patient-centered approach.
- Develop live care plans for patients as they flow through the continuum of care.
- Develop strategy-based triggers to populate the daily schedule of health coaches across 200 health coaches for scheduled patient engagements and workflow management.
- Align to complex payer attribution logics using 400+ data sources ensuring all patients are aligned to payers and internal logic.
- Centralise a directory of community/non-clinical resources to address the social factors, non-clinical but relevant resources like transportation, meals, etc. were taken into consideration.
- Conduct a comprehensive analysis to ensure continuity of care plans, monitor performance and align incentives across the network.

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## Outcomes Achieved to Date

Since 2012, MercyOne has shown to reduce the overall healthcare expenditures for Iowan's by over £57 million and has returned greater than half this amount in value-based payment to its network participants.

**7.14%**

reduction in the 30-day  
readmission rate

**14.26%**

increase in the primary provider  
services per 1,000

**6.65%**

reduction in the ED utilisation  
per 1,000

**31%**

increase in the annual wellness  
examination rate, with some  
sites registering more than 70%  
completion rates

**300%**

increase in the health coach  
interventions to 95.7 new  
engagements per health coach  
per month

In the spirit of Plan-Do-Study-Act/Adjust (PDSA), MercyOne continues to refine its already robust care management program and approach. With its deployment of the Innovaccer Health Cloud, MercyOne has been able to seamlessly connect the previously disconnected processes. Today the team seeks out to proactively identify and engage patients concurrently or as near real-time as possible, that may be in need of care management services.

**While these are often considered significant advancements in the care for patients, the actual patient stories are often the most powerful. Below is just one of these stories:**

John Doe is a 60-year-old veteran. John recently came to the attention of a Des Moines Clinically Integrated Network (CIN) Health Coach embedded within Mercy Clinics due to an acute admission alert received via Data Activation Platform. Upon review, the Health Coach noted a history of Acute and Emergency Department admissions as well as John's long-standing history of alcohol abuse and cardiovascular disease. As the Health Coach began engaging and partnering with John, it became clear that he did not understand much of his current medical condition nor their severity. The Health Coach offered to attend his next Physician appointment with him. John readily agreed and was very appreciative that she would do this for him. Following his appointment, the provider thanked the health coach for attending the visit and stated he did not realise that his patient was not understanding much of what he was saying. The provider requested that the Health Coach continue to attend John's appointments. Over the next few weeks, the Health Coach continued to engage with John and discovered his strong desire to quit

drinking. The Health Coach supported the patient in developing his plan to quit drinking. After a few months, the Health Coach and John are happy to report he is not drinking and has not had any further admission to the hospital or the Emergency Department.

Looking ahead, as MercyOne continues its data-driven journey to value-based care, and its collaboration with Innovaccer envisions its success for the transition to value-based care and furthering its clinical integration activities. Both organisations are excited about future innovations in store.

## About Innovaccer

Innovaccer Inc. is a leading San Francisco-based healthcare technology company committed to helping healthcare care as one. The Innovaccer Health Cloud unifies member data across systems and care settings and empowers healthcare organisations to rapidly develop scalable, modern applications that improve clinical, operational, and financial outcomes. Innovaccer's solutions have been deployed across over 1,000 care settings in the U.S., enabling more than 37,000 caregivers to transform care delivery and work collaboratively with commissions, payers and life sciences companies. Innovaccer has helped organisations integrate medical records for more than 24 million people and generate more than £500 million in savings. Innovaccer is recognised as a Best in KLAS vendor for 2021 in population health management and a No. 1 customer-rated vendor by Black Book.

For more information, please visit <https://uk.innovaccer.com>