

Care Management: Part 1

Training Session 2



Today's Presenters

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Licensed RN in the State of Michigan with expertise in practice transformation, care management, quality improvement, and understanding of models of care and payment models in respect to the healthcare industry.



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Dr. Klima is an adult nurse practitioner and academic nursing professor with over 40 years of experience spanning clinical practice, executive leadership, and nursing education. Her work focuses on leadership development, patient-centered care, and integrating evidence-based practices to improve outcomes across diverse care settings.



Disclosure

MI-CCSI, or the presenter, does not have any financial interest, relationships, or other potential conflicts, with respect to the material which will be covered in this presentation.



AGENDA



- TBC Basics Historical and Current TBC Model (1.5 hours)
- 2 Care Management & Care Coordination (1.5 hours)
 - 3 Care Management & Care Coordination (1.5 hours)
 - 4 Aims / Measurement / Quintuple Aim (1.5 hours)



Presenter	Topic	Time	
Sue and Lynn	Welcome: Status with Action Items from Session 1	15 minutes	
Sue	Care Management Process Patient Identification	10 minutes	
Lynn	Comprehensive Assessment Medical Needs	15 minutes	
Lynn	Comprehensive Assessment Social Needs	10 minutes	
Sue	Comprehensive Assessment 15 minutes Behavioral Needs		
Sue	Comprehensive Assessment AUD and SUD	·	
Group	Wrap-up and Homework	10 minutes	

Report Out on Actions: Session 1



Team Actions



Review the Team Roles and Responsibilities Document.

- Where are there opportunities for improvement (minimize rework, fill in gaps, clarify roles and hand-offs)?
- Identify the team member who will lead this quality improvement activity and monitor actions to implement changes.

As a team:

- Finalize the practices Team-based Care elevator speech.
- Create a draft of the patient/provider partnership agreement.
- Establish a plan for implementation and use of these documents.

Review the communication tools. Select 1 tool to start with.

- Create a PDSA to identify what data you will collect to determine what is working and what requires modifications.
- Create an SBAR for one of the conditions the team would like to focus on (COPD, HF, Depression, Diabetes).
- Discuss with the provider and clinical team members the key information needed from the situation and background for the condition in order to make decisions.



Case Management

According to the Commission for Case Management Certification, "Case management is a dynamic process that assesses, plans, implements, coordinates, monitors, and evaluates to improve outcomes, experiences, and value.







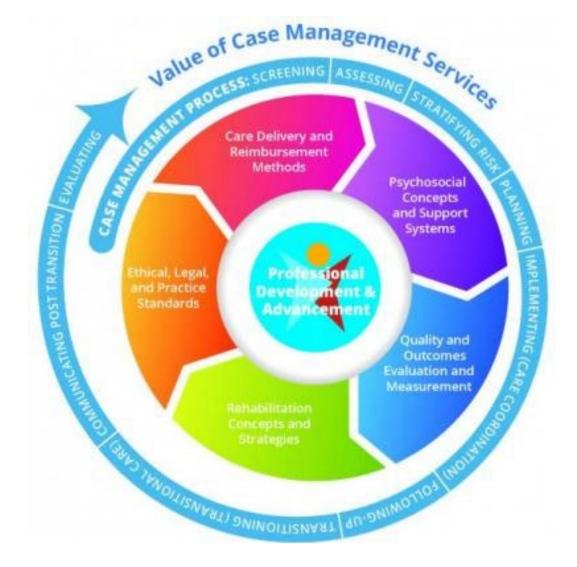


Care Management ProcessPatient Identification



Case Management Knowledge Framework





Care team members improve outcomes by using evidence-based care within the framework of the Care Management Process and through productive interactions with the patient.

Identify

Assess & Care Plan

Implement

Close

The Provider & Care Team
Members defines a population
of focus, with the goal of
impacting outcomes measures.
Care Team Members divide up
outreach effort according to
role.

Communication between care team providers, patients / caregivers creates productive interactions that lead to an evidence-based, collaboratively developed plan of care.

Care Team Members conduct
the follow up, re-assess
utilizing productive
interactions to monitor
progress to treat-to-target
goals, need for treatment
intensification and evaluate
progress to the patient selfmanagement goals and the
care plan.

Review the impact of the quality improvement interventions to determine if the approach was effective, or needs adjusting.



Care Management Building a Targeted Patient Panel – Takes a Team



- **Referrals:** Physicians and other care team members can identify patients often through screenings and challenges to optimal health who would be appropriate and refer them to the optimal team member for support.
- Screening for risk: PHQ2/9, GAD 7, SDOH, AUD Out-of-Scope measures for diabetes, HTN, ...
- Registry or EHR: Proactive outreach using lists of patients from a registry or EHR can be an easy
 way to find patients with the diagnoses or gaps of focus.

 Transitions of Care and Admission/Discharge/Transfer (ADT) Notifications: Identify how the practice is notified when an individual is discharged from the hospital/ ED; usually on a daily basis, if not in real time!



Care Management Referral Process



- Develop a simple referral process for providers and care team members to identify patients for care management.
 - A "trigger" list for care management can be useful. *See sample on page 6 of the workbook
- Establish processes for regular short clinical huddles. Review the patients who are coming in for the day or for the week to identify potential referrals to care management and other support persons on the team.
- This engages the full team in identifying and applying a team approach to managing moderate and complex patients.

Care Management Start with Screening



Screening

- Review of key information related to an individual's health situation in order to identify the need
- Promote early intervention with the purpose of achieving desired outcomes

Objective

Determine if the individual will benefit from extended services

Key information gathered:

- Risk stratification category or class
- Claims data
- Health services utilization
- Past and current health condition
- Socioeconomic and financial status

- Home environment
- Prior services
- Physical, emotional, and cognitive functioning
- Psychosocial network and support system
- Self-care ability

Align Outreach with Desired Outcomes

Work within the practice team and organization to identify patients who need support to improve the key outcomes measures.

Evidencebased Guidelines

Priority Outcome Measures

- Lower Unnecessary Utilization (ER Hospitalizations)
- Decrease Unnecessary office visits
- Optimal management of Medical Conditions; COPD, Asthma, Heart Failure
- Behavioral Goals: Depression/Anxiety

Define the goals the team is working towards:

- % of population in control of diabetes metrics (A1C, retinal eye exam,...)
- % of population with hypertension in control (Targeted diastolic and systolic values)
- % of population with depression meeting remission (PHQ below 5)



Care Management

Proactive Identification: A Critical Step



It will take considerable time to build caseloads and impact outcomes if we limited the identification of patients as they present to the office.

- Patients who benefit from more intense services may not seek care or come into the practice.
- Proactive outreach for gaps in care can help re-engage patients with evidence-based preventive care, disease management, and behavioral health care.
- Having a definition for risks will ensure the patient is referred to the right team member.
- Review patient schedules. Identify patients coming in with certain conditions.
- As patients call into the triage nurse/practice/after hours, provide a "red flag" list for care management.

Care Management Risk Stratification



In healthcare, identifying patients as low, moderate, or high-risk involves categorizing individuals based on their likelihood of experiencing adverse health outcomes or needing increased care.

 Helps healthcare systems tailor interventions and resources to better meet the specific needs of different patient populations

Involves using historical patient data, such as age, gender, diagnoses, and patterns of healthcare

utilization, to predict future health risks.



Care Management Using the EHR for Patient Identification



Search by -

- Diagnosis codes for chronic diseases of focus (Heart Failure COPD/Asthma Depression/Anxiety)
- Medication list (Common medications used to manage the chronic conditions)
- Hospital/ER admission discharge diagnosis

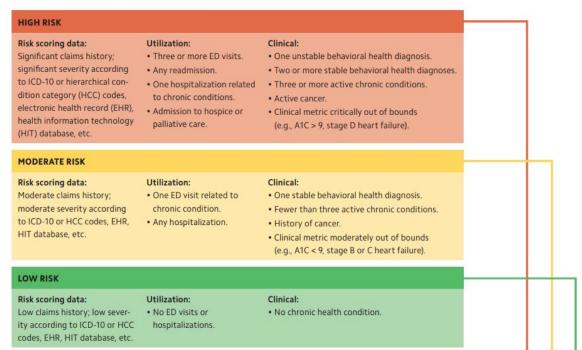
Sharing: How has or can your team identify patients based on tools, resources and services you have in place?

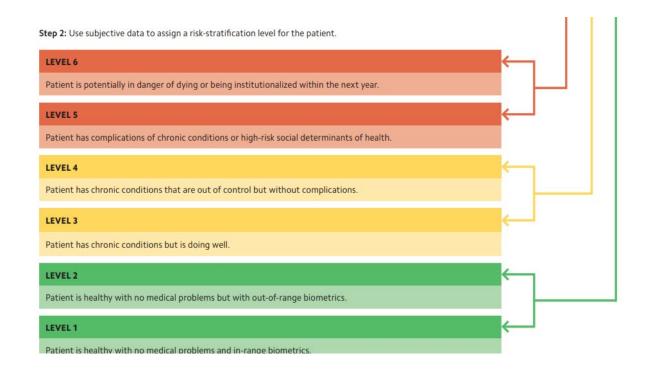


AAFP Risk Stratification: 2 Step Process

RISK-STRATIFICATION ALGORITHM

Step 1: Use objective data to risk stratify the patient.





*See page 9 of the workbook

Care Management Tips for Successful Risk Stratification



Use of the two-step approach, incorporates objective and subjective data.

- Consider the whole care team's perception of risk when assigning risk levels.
- Use daily huddles and weekly team meetings to discuss patient risk scores.
- Adjust risk levels as the patient's situation changes or based on new information from staff or other sources.
- Reassess individual risk levels regularly as they tend to change over time.
- Make risk levels easy to find in the EHR.
- Consider patients' risk levels when allocating resources. Higher-risk patients may need more access (e.g., same-day or longer appointments) and more resources (e.g., extra time with a nurse for care coordination).

Care ManagementWhy Risk Stratification Helps



Targeted Interventions:

 High-risk patients can be proactively provided with tailored interventions to prevent complications, reduce hospitalizations, and improve outcomes.

Resource Allocation:

 Risk stratification helps healthcare systems allocate resources more efficiently by focusing on patients who need them most.

Improved Patient Outcomes:

 By identifying and addressing risks early, healthcare systems can improve overall patient health and quality of life.

Cost Reduction:

Preventing complications and hospitalizations can lead to significant cost savings.



Care Management Level Comparison and Resources

	Level 1	Level 5
Care plan	Preventive care Immunization	 Preventive care Immunization Annual wellness visit Chronic disease management Monitor for second-degree complications Medication reconciliation Shared decision-making Self-management support Advanced directives Transitions of care (as needed)
Goal	Prevent disease	Treat the later stages of disease and minimize disability
Access	 Annual face-to-face visit Virtual health Brief acute encounters 	 Quarterly face-to-face visits (at least) Prolonged acute encounters Alternative visit types (e.g., video conference, telephone, group visit)
Team	Physician Medical assistant	 Physician Medical assistant Care coordinator Care manager Behaviorist Social worker Pharmacist
Resources needed	• Low	• High





Comprehensive Assessment Medical Needs

Care Management Process



Identify

Assess & Care Plan

Implement

Close

- Engage with the patient to build and maintain a good relationship
- Review the Physical, Behavioral, Social of the patient needs, as well as the patient's desire and ability to change
- Co-develop a plan of care that might include a Symptom Management plan
- Co-develop a Self-Management Action Plan with patient
- Determine the follow up plan

Care Management





https://cmbodyofknowledge.com/content/introduction-case-management-body-knowledge

MOTIVATIONAL INTERVIEWING

Encouraging Positive Changes in Your Patients









ThoroughCare

Observations from the video?





Care Management Engage the Patient for a Successful Assessment



- Gently guide the conversation
- Balance active listening with advice giving
- Use respect and curiosity; genuinely get to know the patient
- Ask more open questions, repeat back what you heard to check your understanding
- Empower change by focusing on patient identified motivating factors

Key Areas of Focus

- Linguistic and Cultural Needs
- Health Literacy
- Health Status
- Psychosocial Status/Needs
- Patient Knowledge/Awareness/Ability

Group Activity: Create an open question for each of the Key Areas of Focus



3 Primary Objectives of the Assessment

- 1. Identifying the patient's key problems to be addressed, as well as individual needs and interests (needs and ability)
- 2. Determining the expected care goals and target outcomes (Treat-to-Target and Treatment Intensification Monitoring)
- 3. Developing a comprehensive plan of care that addresses these problems and needs based on patients needs, desire and ability



The Comprehensive Assessment

Includes:

- Behavioral Health
- Social Needs
- Medical Status

Incorporates the patients:

- Ability
- Knowledge
- Desire

Care Management Patient Assessment

The assessment provides patient context and supports co-development of the Plans of Care.

Review historical screenings, gather information from the provider or other care team members as possible, and talk with the patient to understand the patient's understanding of and situation.



Medical/Physical: This includes a review of medical history, physical examination, assessment of current symptoms, and evaluation of medications and potential drug interactions.

- Functional: This evaluates how well the individual can perform daily activities, including self-care, mobility, and social interactions.
- Environmental: This looks at the individual's living and working environment, potential hazards, and other external factors that might impact health.

Behavioral: This component focuses on mental health, including cognitive function, mood, behavior, and potential issues like anxiety, depression, or substance use.

Social: This examines social support networks, family dynamics, living situation, cultural background, and any social factors that might affect health and well-being.



Medical Physical Health

Current Health Status and Medical History

Family Medical History

Medication Reconciliation

Functional Assessment or ADLs

Knowledge of Current Management/ Perception of Health

*See sample assessment on pages 11-13 of workbook

Care Management Screening Tools



Screening Instruments (documented via LOINC):

- MAHC 10 Fall Scale
- Davis Home Environmental Health & Safety
- Edmonton Frailty Scale
- Katz Index for Assessing ADL's
- Lawton Instrumental ADL
- Palliative Performance Scale

- FICA Assessment of Spirituality
- Spector Heritage Assessment Tool
- Spirituality- Brief R-COPE
- Modified Caregiver Strain Index
- Food Insecurity Assessment
- CDC I Prepare Environmental Assessment



Tools for Assessing Health Literacy

TOOL	DESCRIPTION	EXAMPLE QUESTIONS
Test of Functional Health Literacy (TOFHLA)	Designed for use in research Measures reading comprehension and numeracy Uses actual client instructions and forms Takes approximately 22 minutes	Do not eat a. appointment b. walk-in c. breakfast d. clinic
Rapid Estimate of Adult Literacy in Medicine (REALM)	Designed for use in clinical setting Person reads 66 medical terms aloud Score based on number of words read and pronounced correctly Takes 2-3 minutes to administer	Words include: flu, smear, stress, gallbladder, inflammatory, diagnosis, potassium
Newest Vital Sign (NVS)	Assesses numeracy and comprehension Uses nutrition label that clients must read and interpret Total of six questions related to label provided Takes approximately 3 minutes	Give client the nutrition label and ask: • If you eat the entire container, how many calories will you eat? • If you usually eat 2,500 calories in a day, what percentage of your daily value of calories will you be eating if you eat one serving?



Medications-Polypharmacy



individuals over age 85



patients with renal impairment



patients with low body weight and poor nutrition



patients diagnosed with six or more chronic diseases



patients taking over 12 dosages of medications daily



individuals with a history of adverse drug reactions.



Resources

- https://www.healthinaging.org/medications-older-adults
- https://hign.org/
- https://my.clevelandclinic.org/health/articles/24946-beers-criteria
- https://transculturalcare.net/cultural-assessment-tools/

Care ManagementSymptom Management Plans



Helps patients recognize and monitor their symptoms:

- Assist patients in recognizing early symptoms with the goal of avoiding unnecessary utilization.
- Identifies the symptoms to be aware of and appropriate corresponding actions.

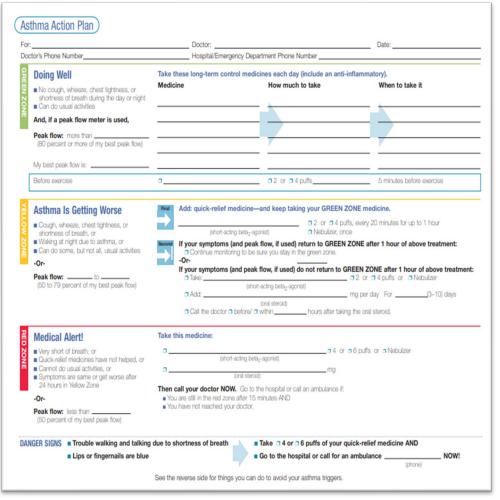
Frequently follows the 'stoplight' model:

- Green: Maintaining Goal(s)
- Yellow: Warning when to call provider/office
- Red: Emergency symptoms

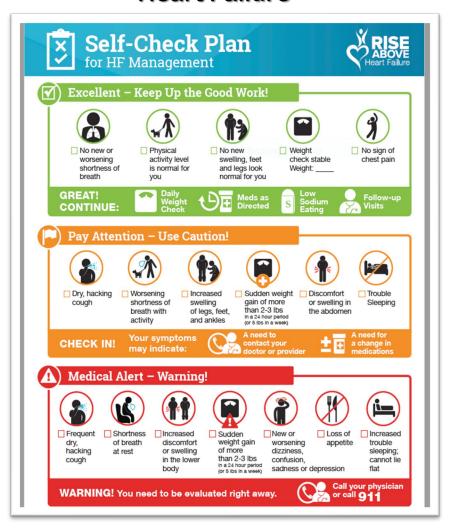


Example Action Plans

Asthma



Heart Failure





https://www.nhlbi.nih.gov/files/docs/public/lung/asthma_actplan.pdf http://mqic.org/physician-tools.htm

*See sample page 14-15 of workbook



Social Needs

Housing

Food

Financial Strain

Transportation

Personal Safety

Care ManagementScreening Tools for SDOH

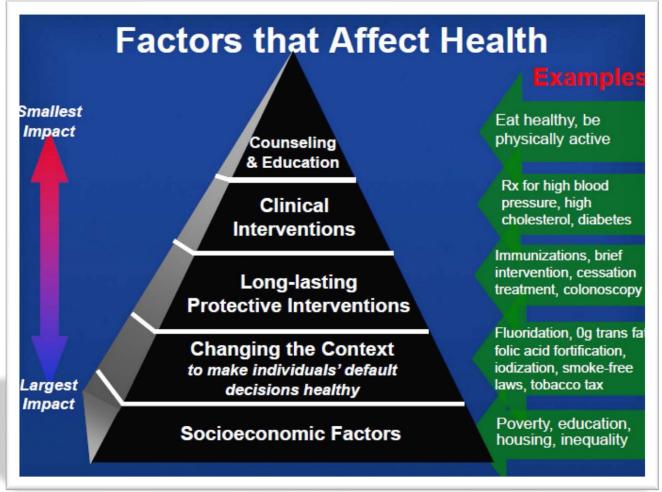


Screening Instruments (documented via LOINC):

- Accountable Health Communities
- AAFP Social Needs Screening Tool
- Health Leads Screening Panel
- Hunger Vital Sign TM
- PRAPARE
- Safe Environment for Every Kid (SEEK)

- We Care Survey
- WellRx Questionnaire
- Housing Stability Vital SignsTM
- Comprehensive Universal Behavior Screening
- PROMIS
- USDA Food Security Survey

Why Social Detriments of Health





SOCIAL DETERMINANTS OF HEALTH

Income

Education

Rosce & Ethnicity

Transportation

Housing

resupence

Food Access

Complex Health Needs





Comprehensive Assessment Behavioral Needs





Behavioral Health Needs

Diagnosis History and Treatment

Depression

Anxiety

Alcohol and Substance Use

Care Management Behavioral Health Screenings Managed in Family Practice Settings

- Depression: Patient Health Questionaire (PHQ2/PHQ9)
- Anxiety: Generalized Anxiety Disorder (GAD7)
- Alcohol and Substance Use Disorder: 2 question conjoint (TICS) for Alcohol and Substance Use Disorder)

CONSIDERATIONS

- Frequency of screening, monitoring, and verifying diagnosis
- Determine the targeted goal (PHQ/GAD 7 at remission, below 10, improvement of 5)
- If high risk, what treatment options are available to the patient

*See PHQ and GAD 7 screening tools in the workbook pages 18 and 19

Care Management Behavioral Health History



Course of illness

- "How long has this been going on?"
- "Is this something that is always present for you, or does it come and go?"
- "What tends to bring on these feelings, if anything?"

Diagnostic history

- "What mental or behavioral health diagnoses, if any, have you received from a health care provider?"
- What is your understanding of your diagnosis of depression/anxiety?
- "Who was it that gave you that diagnosis? When?"
- Screen for history of psychosis (AH/VH)
- Trauma history consider timing, comfort and engagement when addressing this
 - It is often appropriate to wait until a trusting relationship is established before screening for trauma
 - Screening tools include the PC-PTSD and the PCL-5

Care Management Treatment History- Medications



- Current and past medication names and dosages, (both medical and psychotropic) what is/was the medication for?
- Prescriber(s) of the medication(s)
- Length of medication trials
 - "How long did you take that medication?"
 - "What made you decide to stop the medication?"
- Effectiveness and side effects
 - "What did you notice when you took that medication?"
 - "Was it helpful? Why/why not?"
 - "What side effects, if any, did you experience?"
- Perceptions and beliefs about taking medications?



Care Management Treatment History - Therapy



- Current and past engagement in therapy
- Where
- Type
 - "What kinds of things did you work on? What did you learn?"
- Length
- Effectiveness
 - "What was helpful about it? What wasn't?"



Care Management Psychosocial Needs



Detailed information to include in the assessment.

- Support system
- Financial issues
- Disability/work status
- Transportation
- Living situation
- Access to phone and adequate minutes for phone-based care management contacts





Response to Question 9 on the PHQ9 Screening

"Thoughts that you would be better off dead or hurting yourself in some way"

Does the practice have a suicide policy?

Do all members of the team know what to do if a patient indicated they are suicidal and have the means to carry it out?

Care Management Suicide Risk Assessment



- Thoughts of death, harming oneself, and suicide can be common within this population
- When clinically indicated, risk assessments and safety planning should be completed
- Consider your organization's suicide protocol
- Engage in further training if needed





- Current ideation, intent, plan, and access to means
- Rehearsing a plan (e.g., holding a gun, loading a gun, counting pills)
- Previous suicide attempt/s
- Alcohol/substance use
- Recent discharge from an inpatient psychiatric unit

Example: Columbia – Suicide Severity Rating Scale (C-SSRS)

Key Acute Suicide Risk Factors and Behaviors

Care Management Strategies for Suicide Risk Assessment



- Normalize the conversation ("thoughts of suicide are a common symptom of mental health disorders")
- Be direct
- You won't increase the risk of suicide by asking directly about it. Use specific language, such as:
- "Are you feeling hopeless about the present or future?"
- "Thoughts of suicide, even very fleeting thoughts such as not wanting to wake up in the morning, are common in people with depression and anxiety. Is this something that you've experienced?"
- "Have you had thoughts of taking your life?"
- "Do you have a plan to take your life?"



Patient Safety Plan Template

Step 1: Warning signs (thoughts, images, mood, situation, behavior) that a crisis may be developing:				
1				
3				
Step 2: Internal coping strategies – Things I can do to take my mind off my problems without contacting another person (relaxation technique, physical activity):				
-				
J				
Step 3: People and social settings that provide distraction:				
1. Name	Phone			
	Phone			
Place_	Place4. Place			
Step 4:	People whom I can ask for help:			
1. Name	ePhone			
	Phone			
3. Name	Phone			
Step 5:	Professionals or agencies I can contact during a crisis:			
1. Clinici	ian NamePhone			
	ian Pager or Emergency Contact #			
2. Clinici	ian NamePhone			
Clinician Pager or Emergency Contact #				
Local Urgent Care Services				
	nt Care Services Address			
	nt Care Services Phone			
4. Suicid	le Prevention Lifeline Phone: 1-800-273-TALK (8255)			
	Making the environment safe:			
Step 6:				
	-			

The one thing that is most important to me and worth living for is:

*Safety Plan Template - page 23

Screening Brief Intervention Referral to Treatment Screening and Assessing Risk

	Adults	Teens	
	Single Alcohol Screening Question		
Sercons	 Alcohol Use Disorders Identification Test - Concise (AUDIT-C) 	-C)	
Screens	Single Drug Screening Question	Pre-CRAFFT Questions	
	Two-Item Conjoint Screen (TICS)		
	 Alcohol Use Disorders Identification Test (AUDIT) and Drug Abuse Screening Test (DAST) 		
Assessments	 Alcohol, Smoking and Substance Involvement Screening Test (ASSIST) 	CRAFFT	
	 Short Index of Problems - Alcohol and Drugs (SIP-AD) and Severity of Dependence Scale (SDS) 		



Single Action Screening Question

How many times in the past year have you had X or more drinks in a day?



$$X = 5$$



$$X = 4$$

- a. None
- b. 1

- c. 2 to 5
- d. 6 to 10

- d. 11 to 20
- e. more than 20



For alcohol screens, define standard drinks

12 fl oz of regular beer 8-9 fl oz of malt liquor (shown in a 12-oz glass)

5 fl oz of table wine

3-4 oz of fortified wine (such as sherry or port; 3.5 oz shown) 2-3 oz of cordial, liqueur, or aperitif (2.5 oz shown) 1.5 oz of brandy (a single jigger or shot) 1.5 fl oz shot of 80-proof spirits ("hard liquor")



about 5% alcohol



about 7% alcohol



about 12% alcohol



about 17% alcohol



about 24% alcohol



about 40%



about 40% alcohol

Ounces in a standard drink = 60 / % alcohol by volume



*See page 24 of the workbook

Single Drug Screening Question

How many times in the past year have you used an illegal drug or used a prescription medication for non-medical reasons?

a. None

b. 1

c. 2 to 5

d. 6 to 10

d. 11 to 20

e. more than 20



Two-Item Conjoint Screen

May be added to 2 single screening questions to identify more drug disorders.

- 1. In the last year, have you ever drunk alcohol or used drugs more than you meant to?
- 2. In the last year, have you felt you wanted or needed to cut down on your drinking or drug use?

Positive screen: Yes to either or both questions Does not identify <u>at-risk</u> alcohol or drug use



Care Management Interpreting Screen Results



- Screens identify most risky users, problem users and dependent individuals
- False-positives and false-negatives are not unusual
- Because of false-positives ...
 - Positive screens are not definite indicators of risky use, problem use or dependence
 - Screens merely indicate which asymptomatic individuals should undergo further assessment
- Because of false-negatives ...
 - Screens should not be administered to individuals with symptoms of mental health disorders
 - Those individuals should undergo more in-depth assessment

Care Management Alcohol and Substance Use Assessment



- Engage, ask permission, and be nonjudgmental
 - "Would it be okay if I asked you a few questions about how you use substances?"
- Current and past substance use
- Treatment history
- Gain initial understanding of how they feel about their substance use
 - Brief assessment, Intervention/referral to treatment

"You're not worried about how this is impacting you right now."





AUDIT-C

DAST

CRAFFT

Accuracy of Alcohol and Drug Screens

	Sensitivity	Specificity
		Of those <u>without</u> the condition, what proportion screen <u>negative</u> ?
	True positive vs. false negative	True negative vs. false positive
Single Alcohol Screening Question	82%	79%
AUDIT-C	♂: 79% ♀: 80%	♂: 56% ♀: 87%
NIAAA Quantity- Frequency Questions	83%	84%
Single Drug Screening Question	83%	94%
Two-Item Conjoint Screen (TICS)*	79%	77%

*Screens for problem use and dependence, not risky use



Team Actions



Review the AAFP Risk Stratification tool

- Based on the practice goals and desired outcomes, how will the team identify patients who will benefit from care management activities?
- Based on the Risk Stratification model, which care management activities will be delegated to the different team roles?
- Such as low, moderate or high-risk patients.

As a team

- Determine which conditions the team will screen or are currently screening for.
- · For new screenings, decide which screening tool you can reasonably start using
- Determine if the screening tool is available in the EHR or other resources. If yes, is the tool sufficient, or do you need to embed a new tool.
- Establish a plan for administering the screening tool to the patient. Who will do this?
- Establish a plan to share the results with the provider and determine what actions will/can occur for any positives.

Assessments

- From step 1 (to include screening) what is the team process for referral to the care manager to initiate step 2 (gathering of subjective information) during the comprehensive assessment?
- How will you know who will require step 2 (conducting the comprehensive assessment by gathering subjective information) to verify complexity?
- Discuss how the assessment will be documented and communicated across the team.
- Where or how will this take place? (In person, telephonically, virtual)
- How will the patient be assigned to the appropriate team member based on the complexity and needs of the patient (align with the roles and responsibilities table).
- Who and how will you monitor these actions to validate the process is being followed?
- Will there be a policy/workflow created and an auditing process to identify challenges that may require modifications to the process?

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Questions?