The Health & Europe Centre

A Policy Level Experience
The Basque Chronicity Startegy

Gatwick.  3rd June 2015

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BILBAO . SPAIN
Population: 2.3 million

- 320 Primary Health Centers
  - 12 Acute Hospitals (4,278 beds)
  - 4 Chronic Care Hospitals (524 beds)

- Mental Health: Three regional networks with 4 psychiatric hospitals, (777 beds)

- Staff: 25,816 (2012)
The Challenges

**DEMOGRAPHY**
Más pacientes crónicos.
Más pluripatología

**EPIEMIOLOGY. CHRONIC**

**CLINICAL COMPLEXITY**
13.500 diagnósticos
4.000 procedimientos quirúrgicos
Complejidad 6.000 medicamentos
20.000.000 de actos clínicos
22 profesionales/ paciente

**FRAGMENTATION. SILOS**
«No se puede hacer medicina del siglo XXI con el chasis de 1.970» . Bengoa

**EXPECTATIONS**

**ECONOMIC**
POLICY INTENT

• TARGET BETTER CHRONIC CONDITIONS MANAGEMENT
• GET BEYOND FRAGMENTATION OF CARE
• IMPROVE PATIENT-CENTEREDNESS & EMPOWERMENT
• MOVE TOWARDS POPULATION HEALTH MANAGEMENT.
• EXPAND USE OF INFORMATION AND COMMUNICATION TECHNOLOGY.
• EXPLORE AND ADAPT OUTCOME BASED PAYMENT MODELS TO ENCOURAGE VALUE VERSUS ACTIVITY
SUFFICIENT POLICY PUSH AND PULL?
THE LEADERSHIP APPROACH

- “RESIST” CULTURE
- TOUGH BUT DOES NOT CHANGE STATUS QUO

&

- TRANSFORMATIVE CULTURE
- TOUGH BUT DOES CHANGE STATUS QUO
A STRATEGY TO TACKLE CHRONICITY IN THE BASQUE COUNTRY

Año 2009-2010
MORE AT HOME

2011
MORE IN PHC

2012
LESS IN HOSPITALS
MOVING TO “SYSTEM” MANAGEMENT

**STRUCTURES**

- Mental map Structures
- Fragmentation
- Reactive episodic care
- Paternalistis
- vertical leadership
- Financing structures

**“COMMUNITY” SYSTEM**

- PATIENT CENTERED.
- Continuity of care
- Proactive system
- Patient empowerment
- Decentralized leadership
- Paying for value
- Health & social care coordination
Precision Medicine

YES

Precision Management

ARSENAL OF TOOLS
TOP-DOWN
STANDARIZABLE INTERVENTIONS

BASQUE COUNTRY ...

BOTTOM UP
LOCAL INNOVATION

STRAINIFICATION
CALL CENTER
ELECTRONIC MEDICAL RECORD
FINANCING AND JOINT COMMISSIONING
ELECTRONIC PRESCRIPTION

MEDICINE
POPULATION HEALTH
TRIPLE AIM
EFFICIENCY
HEALTH AND SOCIAL CARE COORDINATION
SUBACUTE CENTRES
INTEGRATED CARE

CASE
PACIENT EMPOWERMENT

NURSING
WE HAVE “SYSTEM” FRAMEWORKS

MODELS/FRAMEWORKS WHICH HELP TO WRAP AROUND ALL KEY ELEMENTS...

- FRAMEWORKS WHICH PROVIDE A “SYSTEM” PERSPECTIVE

- BEING USED BY BOTH GOVERNMENTAL & CORPORATE SECTOR
RISK STRATIFICATION = MORE PRECISE TARGETTING = BETTER POPULATION MANAGEMENT

ACTUAL RISK STRATIFICATION OF THE BASQUE POPULATION

- 2,260,000 pacientes
  - Población con patología crónica: 863,888
  - Población sin patología crónica: 1,394,539
- 636,000
- 173,000
- 43,000

Gestión del caso
Gestión de la enfermedad
Soporte a la autogestión
Prevención y promoción

Fuente: Base de datos de estratificación del País Vasco 2010-2011
WE HAVE THE TOOLS ..... 

ELECTRONIC MEDICAL RECORD . EMR

Basque OSABIDE GLOBAL:
Telemedicine, telecare, telemonitorization......
Coordinated & integrated care
PATIENT EMPOWERMENT
Electronic Prescription ....

Impact: Reduction of adverse effects, duplication.
New payment approaches; Bundled payment, global payment ... ensuring one party is accountable for spending and outcomes for an overall episode.
Results seem to support new payment models:

- Improvements in quality

The Alternative Quality Contract (AQC)

Average Performance on Outcome Measures, 2009 AQC Cohort vs. Control Group


Measures not related to incentives do not improve
BASQUE COUNTRY 2009-2012: NEW PAYMENT MODELS

Gestion des cas

Disease management

Soutien à la prise en charge personnelle du patient

Prévention et promotion

Groupes d’intervention

Pluripathologiques

Diabète

EPOC

Insuffisance cardiaque

- Activation du patient en sevrage tabagique.
- Activation du patient pour le contrôle et la gestion du diabète.
- Patient actif.

- Dépistage et conseil anti-tabagisme.
- Activité physique.
- Vaccination contre le VPH

Plan d’Intervention auprès de la Population

Activité

Qualité

De la base

97%

2%

0.5%

0.5%
Some Positive RESULTS

- IMPROVED OUTCOMES IN SPECIFIC PROJECTS
- PATIENT SATISFACTION
- PATIENT SAFETY
- NEW ROLES FOR STAFF
- AMBIGUOUS RESULTS AT REDUCING COSTS

- ADDRESS SCALABILITY WITH SELF DISCOVERY: UNLOCKED THE BENEFITS OF LOCAL HEALTH CARE INNOVATION
STAY IN THE SAME MODEL = WE ARE DOOMED!!
- Some level of “orquestration” from above but seeking to identify commitment rather than compliance

- Key element of the “orquestration” is from the payment reforms (value) rather than from micromanagement of providers.
Launched “Bottom up “

Developed a “high involvement culture” with health care professionals.

• These “high involvement cultures” require an environment where local providers can innovate organisationally.
BILBAO INTEGRATED AREA (TELBIL PROJECT)

Telemonitoring of home–based chronic patients with COPD and HF

- Reduction in admissions: 27%
- 2.5 days shorter stay in every admission (9.6 versus 12.2 days)
- Punctuation in functional scale: better in intervention group
- Satisfacción rate: 81% patients very satisfied
- 77% of patients refers better control of their illness
Bidasoia Local Integrated System –

Referral rate of medical consultation: -4.40%

successive visits: +1.9%

First visits: -7.18%

Index of successive/first visits: +0.17

Fewer Hospital admissions: -3.04%

Economical results of OSI BIDASOA

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<th>YEAR 2010</th>
<th>YEAR 2011</th>
<th>APRIL 2012</th>
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<td>GP Expenditure</td>
<td>12.414.000</td>
<td>11.870.000</td>
<td>3.788.900</td>
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<td>HP expenditure</td>
<td>38.912.000</td>
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<td>OSI Expenditure</td>
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<td>50.208.000</td>
<td>16.204.800</td>
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<td>% VARIATION</td>
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<td>-2.1%</td>
<td>-1.91%</td>
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The Alternative Quality Contract (AQC)

The New England Journal of Medicine study finds Blue Cross Blue Shield of Massachusetts’ innovative payment model is improving patient care and lowering costs.

**Savings on Medical Spending**
- 2009: 2.4%
- 2010: 3.1%
- 2011: 8.4%
- 2012: 10%

**Improved Health Outcomes**
- 12 points above national average

Fuente:
Taking Shape in many settings

INTEGRATED LOCAL SYSTEMS

Holanda: “Care Groups”
U.S.A: “Accountable Care Organizations” (ACO)
Scotland: “Managed clinical networks”
England: “Integrated care pioneers”
Northern Ireland: “Integrated care partnerships”
New Zealand: «Locality clinical partnerships» (LCP)
Basque Country: “Microsystems” OSIs

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