

Managing Inappropriate Emergency Room Utilization

June 30, 2020

Amy H. Kotch, MHA | Principal Business Consultant

Maria Nikol, MJ | Senior Business Consultant

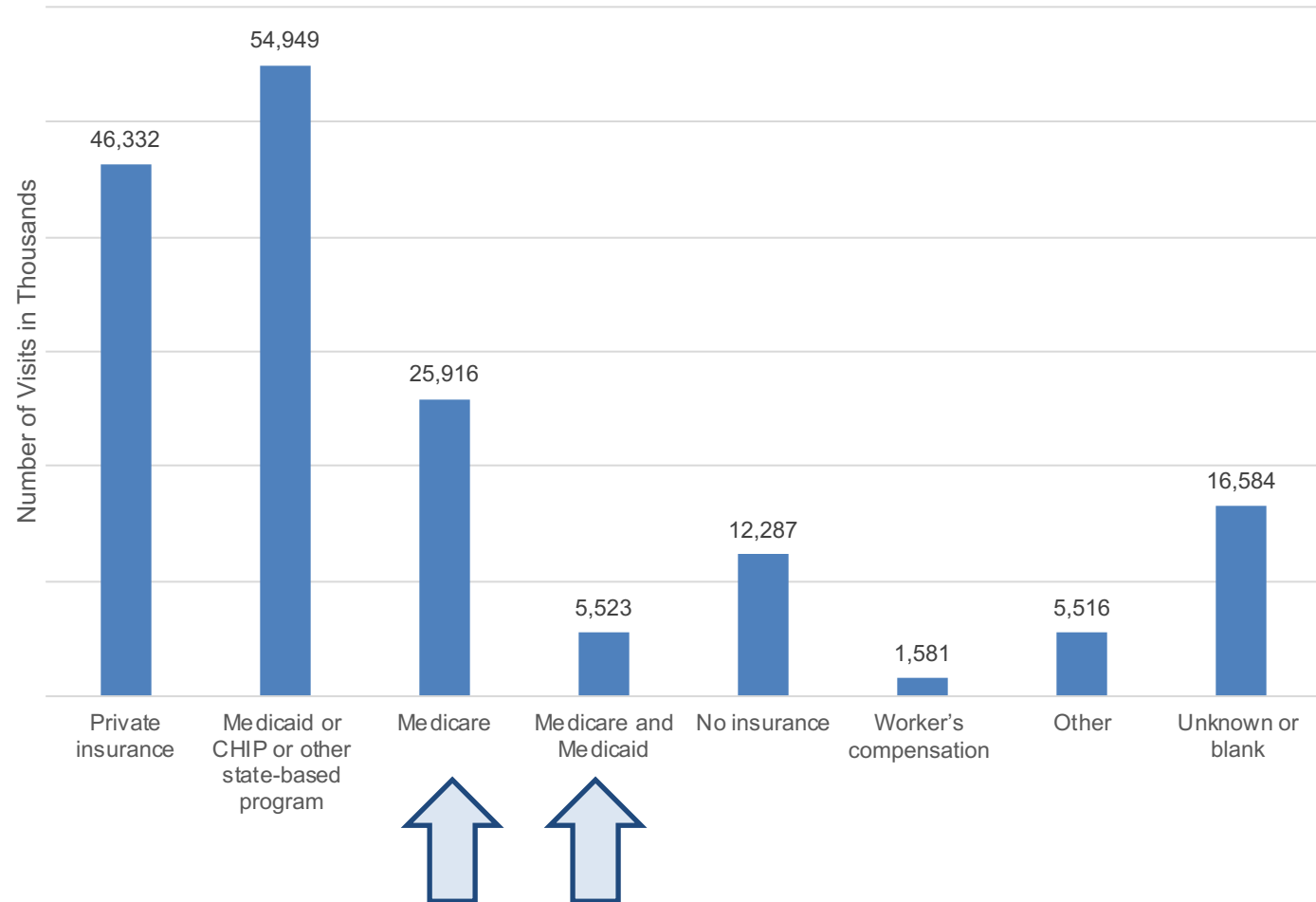
Ryan T. Mackman, MBA, MHA | Business Consultant, User Engagement Lead

COVID-19 and ER Utilization



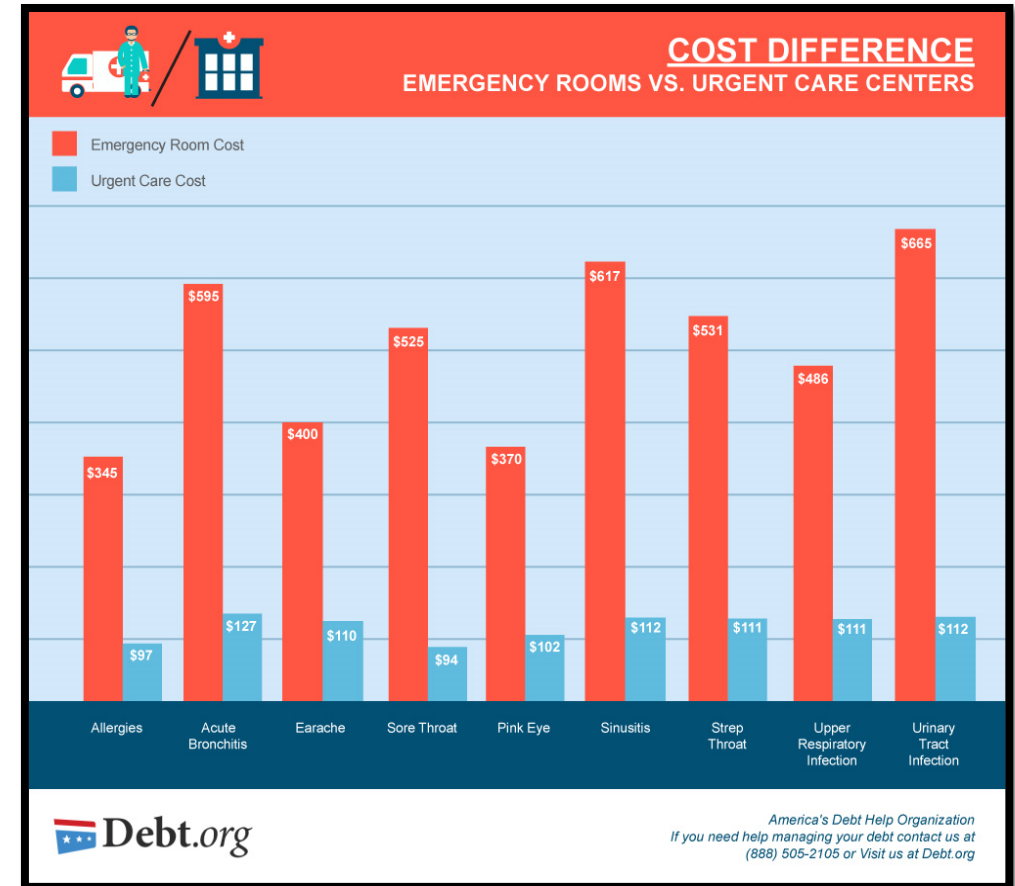
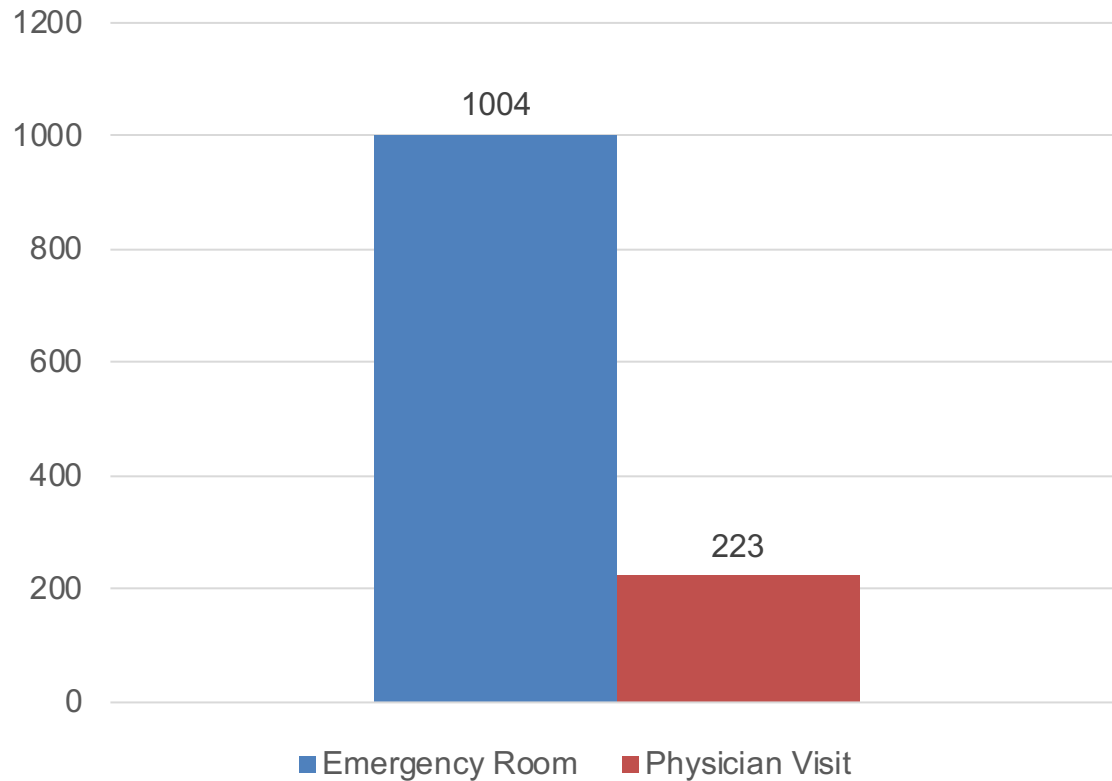
Numbers to Consider

**Medicare
ACO Patients
account for
over 18% of
ER Visits**



Numbers to Consider

Cost Per Visit, 2016



The Four Most Common Excuses

“Because the doctor’s office wasn’t open”

“They didn’t have another place to go”

“The ER was the closest provider”

“The ER is their usual place of care”

Benefits of Reducing ER Utilization

Patients

- Keep patients out of the hospital
- Enhance provider/patient relationship
- Increasing office access i.e. Telehealth

Practice

- Strengthen the provider/patient partnership
- Increase in E/M billing
- Telehealth

ACO

- Reduces costly emergency room visits
- Prevents hospital admissions
- Increase shared savings



Benefits of Reducing ER Utilization

Emergency Room Details					
View Context					
<u>Current Attributed TIN</u>					
Current Attributed TIN	Beneficiaries ▼	ER Visit Count	ER Avg Visit Cost	ER Visit Cost	Claim Count
Total (35)	2,374	3,624	580.30	2,102,991.59	3,340

$\$580 - \$162 = \$418$

$10\% \text{ of } 3624 = 362 \text{ visits}$

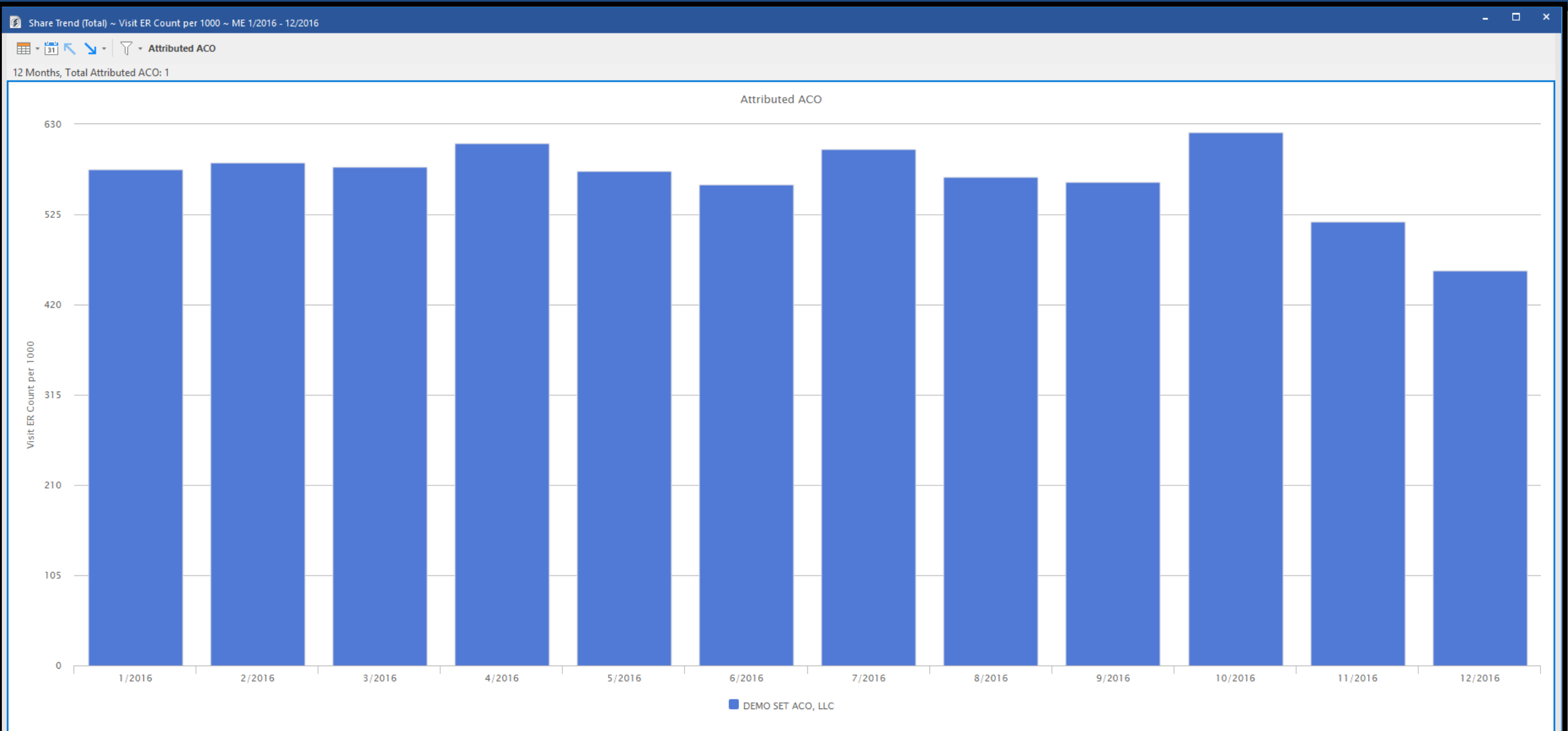
$\$418 * 362 = \$151,483 \text{ savings}$

Primary Care Details					
View Context					
<u>Current Attributed TIN</u>					
Current Attributed TIN	Beneficiaries	Visit Counts	PC Visit Cost	Avg PC Visit Cost ▼	Claim Count
Total (35)	10,179	148,589	24,185,483.94	162.77	141,757

Identify the Problem

Do you have a high ER visit rate?

Does Your Organization Have High ER Use?



ER Analysis at the TIN Level

TINs Identified
as Needing
ER Initiative

ACO		Payer		Attributed Beneficiaries		ER Visit Beneficiary Count		ER Visit Count per 1000			%
Payer				This	Last	This	Last	This	Last	Diff	Change
<input type="checkbox"/> ACO				5,707	7,825	973	1,357	588	637	-49	-7.65
<input type="checkbox"/>	PALM TREE MEDICAL GROUP			37	56	8	5	663	261	402	154.14
<input type="checkbox"/>	ARCHIE ESPARZA D.O. P.A.			96	0	25	0	900	0	900	100.00
<input type="checkbox"/>	ALAINA HOPKINS PHYSICIAN GROUP			34	36	8	6	1,200	600	600	100.00
<input type="checkbox"/>	LEAH FLETCHER M.D. P.A.			219	0	29	0	397	0	397	100.00
<input type="checkbox"/>	ALLIE MCINTOSH M.D. P.A.			112	0	11	0	279	0	279	100.00
<input type="checkbox"/>	BILL IALLO M.D. P.A.			183	0	39	0	686	0	686	100.00
<input type="checkbox"/>	BAUER MEDICAL GROUP			25	24	6	5	864	600	264	44.00
<input type="checkbox"/>	ARTIE AVILA M.D. P.A.			82	93	15	17	763	575	187	32.59
<input type="checkbox"/>	SAUNDERSON FAMILY MEDICINE P.A.			265	345	46	50	645	499	147	29.47
<input type="checkbox"/>	VICTORIA STERNERSON M.D. P.A.			94	117	17	21	723	579	144	24.89
<input type="checkbox"/>	DANIELLE DANIELSON D.O. P.A.			87	96	20	22	877	724	153	21.16
<input type="checkbox"/>	COROLLA PHYSICIAN GROUP			332	348	62	47	661	550	112	20.28
<input type="checkbox"/>	ADA WHITAKER PHYSICIAN GROUP			125	176	27	31	772	655	117	17.81
<input type="checkbox"/>	DAISY VRETTOSON M.D. P.A.			402	458	54	70	556	526	30	5.64
<input type="checkbox"/>	GOLD PHYSICIANS GROUP			261	287	47	45	686	663	23	3.44
<input type="checkbox"/>	ISABEL VINCENT M.D.			60	61	8	6	400	393	7	1.67
<input type="checkbox"/>	KEYDENCE PEDERSON M.D. P.A.			65	73	17	14	775	765	11	1.42
<input type="checkbox"/>	ADDY MCCLURE			105	116	18	20	713	742	-29	-3.93
<input type="checkbox"/>	SARAH HOLDEN M.D. P.A.			17	20	2	3	565	600	-35	-5.88
<input type="checkbox"/>	CATALEYA SEVERAL M.D. P.A.			82	90	13	17	587	653	-66	-10.15
<input type="checkbox"/>	KYLEE FERRELL D.O. P.A.			138	181	37	38	837	938	-100	-10.70
<input type="checkbox"/>	ELIOT LEVY D.O. P.A.			260	300	50	62	731	839	-108	-12.84
<input type="checkbox"/>	DRAMA MEDICAL GROUP			483	526	78	82	485	569	-84	-14.77
<input type="checkbox"/>	SHEPHERD MEDICAL PHYSICIAN GROUP			562	558	89	105	546	646	-100	-15.48
<input type="checkbox"/>	MANGO MEDICAL GROUP			160	148	32	29	684	818	-134	-16.42
<input type="checkbox"/>	TURTLE PHYSICIAN GROUP			93	120	14	24	516	620	-104	-16.75
<input type="checkbox"/>	LION PHYSICIAN GROUP			155	175	23	33	511	615	-104	-16.87
<input type="checkbox"/>	ALIYAH REDINDON D.O. P.A.			60	51	8	8	520	659	-139	-21.07
<input type="checkbox"/>	GREAT PHYSICIANS OF FL			318	384	63	98	662	923	-261	-28.29

Identify When the Problem Occurs

Do you have a high ER visit rate?

Do Your Patients Visit the ER When Their PCP's Office is Open?

Comp ~ Days 1/1/2015 Thu - 12/31/2015 Thu {Mon,Tue,Wed,Thu,Fr

Attributed ACO

Total Attributed ACO: 1

	Unique Visit ER Count
DEMO SET ACO, LLC	3,920
+ Tuesday	810
+ Friday	802
+ Thursday	801
+ Wednesday	755
+ Monday	752
Totals	3,920



Do Your Patients Visit the ER When Their PCP's Office is Closed?

Comp ~ Days 1/1/2015 Thu - 12/31/2015 Thu {Sun,Sat}

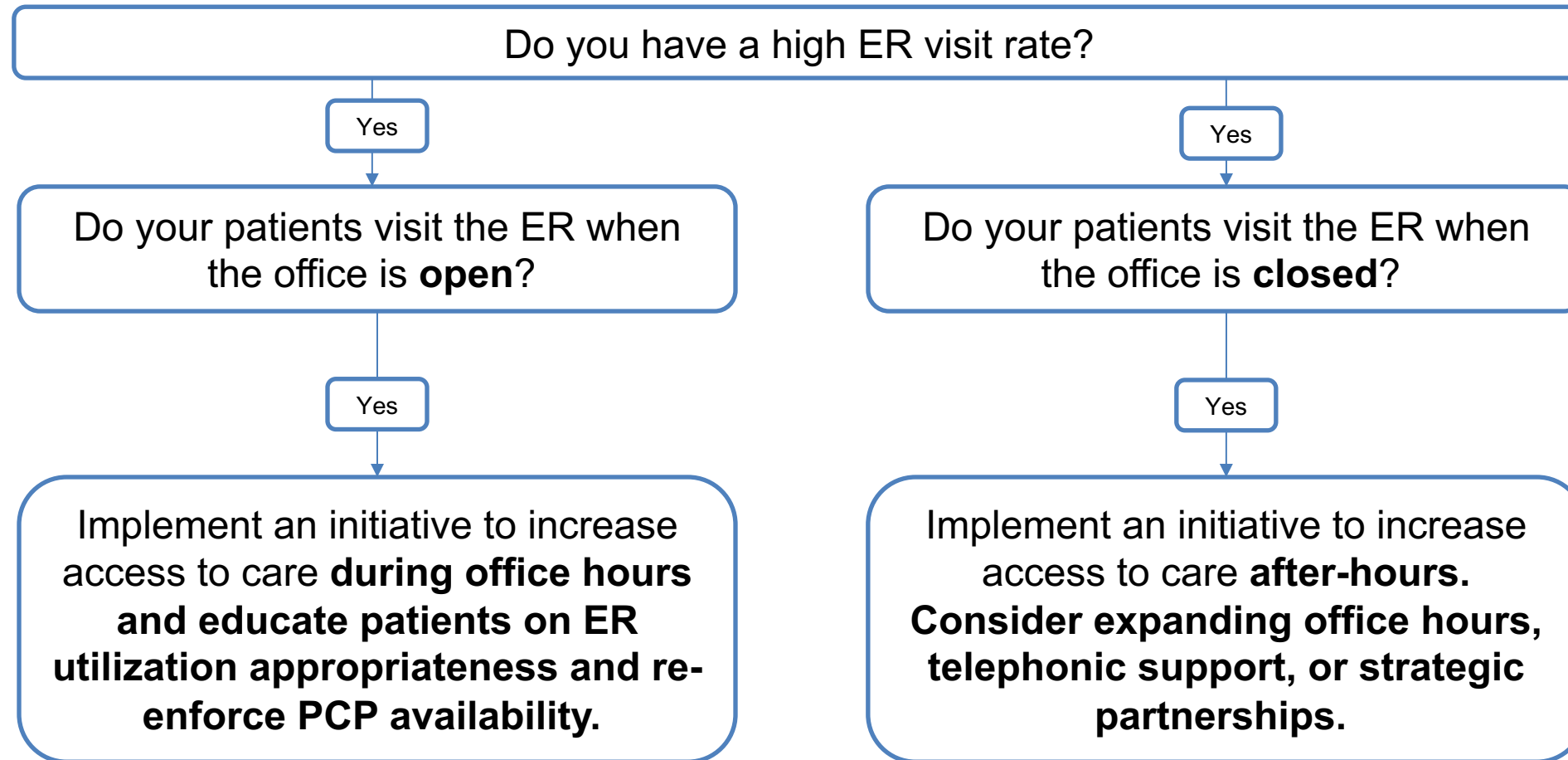
Attributed ACO

Total Attributed ACO: 1

	Unique Visit ER Count
DEMO SET ACO, LLC	1,592
+ Saturday	812
+ Sunday	780
Totals	1,592



Successfully Address the Problem



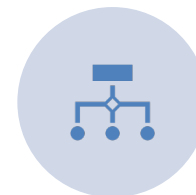
Increasing Access to Care: During Office Hours



Obtain **provider buy-in** for increasing access to care during office hours



Implement an office policy around scheduling same-day or next-day appointments



Build in open appointment slots in the **scheduling system**



Educate staff about the importance of increasing access during office hours; ensure they understand the workflows and processes



Hire NPs & PAs (depending on state laws) so that if a physician is unavailable, another provider can treat patients



Extend office hours during the week and increase number of days open.



Provide patients with a direct phone line to providers

Increasing Access to Care: After Hours

Obtain

Obtain provider buy-in for increasing access to care after-hours

Identify

Identify solution for after-hours access

- Give patients the provider's cell phone number
- Rotating call schedule within practice
- Outsourcing to a hotline or hiring on-call provider
- Urgent Care partnership (see advanced option)

Implement

Implement an office policy around scheduling same-day or next-day appointments

Educate

Educate staff about the importance of increasing access during office hours; ensure they understand the workflows and processes

Provide Patient Education



Update your practice voicemail to ensure it reflects the practice same-day access and after-hours access policies



Provide new patients office hours and after-hours instructions in the welcome packet



Provide existing patients “call me” cards



Hang office posters outlining same-day access and after-hours access policies



Ensure staff provide verbal patient education about same-day access and after-hours access (per policies)



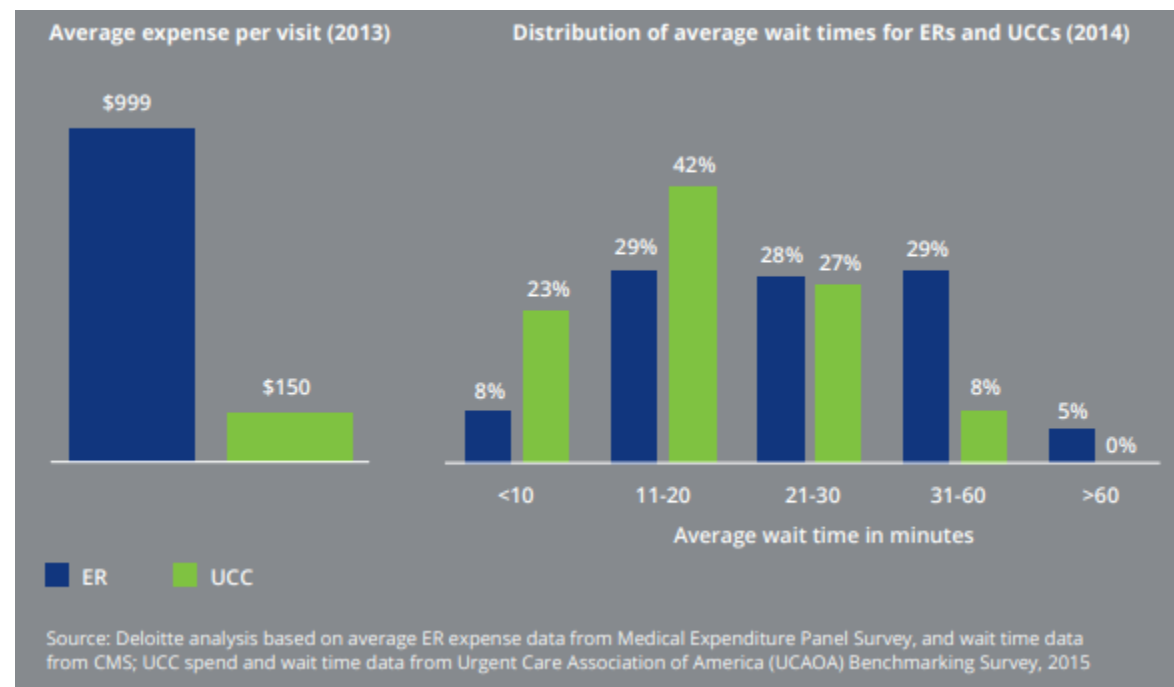
Tell patients that it is ok to call the office, it is not a bother, that you are there to help them

Advanced Concepts: Urgent Care Partnerships

Identify urgent care center(s) that provide high quality care and have extended hours/after-hours care

Create expectations between provider and urgent care centers (UCC)

Update materials that provide UCC location, hours, phone number



Advanced Concepts: Identifying and Working with Frequent Flyers

Identify patients with ER 4+ visits in the last 12 months

Complete patient outreach to schedule a visit with the provider

Advanced Concepts: Identifying and Working with Frequent Flyers

File

Main

Analyses

View

Help

Save Bookmarks

Presets

Swap Axis

Search

Highlight

Keys

Beneficiary

Setup

Pointers

Normal Trend

Share Trend (Total)

Share Trend (Percent)

Exception

Exception Time Series

Range

Analysis

Table

Side-by-Side Bar Chart

Line Chart

Trellis Line Chart

Trellis Area Chart

Trellis Bar Chart

Window

View

Contin

Beneficiary Name

12 Months, Total Beneficiary Name: 13,907

Unique Visit ER Count	1/2015	2/2015	3/2015	4/2015	5/2015	6/2015	7/2015	8/2015	9/2015	10/2015	11/2015	12/2015	Totals
POWERS, ELSIE 003992921B	3	5	2	1	4	0	0	2	3	2	1	4	27
VAUGHAN, NORRIE 014844795J	0	0	0	0	2	0	3	3	5	5	0	0	18
WALSH, CONROY 821321264C	3	1	2	0	3	2	0	4	1	0	0	0	16
RECKER, PARIS 272847025J	0	0	0	0	0	2	1	2	3	1	3	1	13
PENA, NYLA 075454622A	1	2	2	2	2	1	2	0	0	0	0	0	12
NICHOLS, EOGHAN 253296050B	3	0	0	0	1	0	4	0	0	0	3	1	12
GROSS, BROOKLYN 859536629C	1	1	2	4	2	0	2	0	0	0	0	0	12
WILKERSON, MADELEINE 967725634G	0	0	2	2	2	1	0	3	1	0	1	0	12
VAUGHN, TOMMY 393717979H	1	1	0	2	1	1	1	1	2	0	0	1	11
SZYMANSKI, LILLY 170586845E	0	1	2	1	3	1	0	0	2	0	0	0	10
BLANCHARD, ROSALIE 478387929J	0	1	0	1	2	3	1	1	1	0	0	0	10
BOONE, MIRACLE 776638914H	0	0	1	0	0	0	2	2	1	1	2	1	10
REITER, ARCHER 810583314B	0	1	0	0	0	2	3	3	1	0	0	0	10
BENDIXEN, RAELENN 005171540I	2	0	2	0	0	3	0	1	0	0	1	0	9
CORDOVA, ARCHIE 015837446H	1	0	1	0	1	0	2	2	0	0	2	0	9
KRAPAUSKAS, ALAYNA 023578541H	0	0	0	1	2	2	0	0	2	1	0	1	9
OCONEILL, SUMMER 685576675I	0	0	1	0	1	7	0	0	0	0	0	0	9
BEBBINGTON, EIDAN 723247797H1	1	2	0	1	2	2	0	0	1	0	0	0	9
HUGHESON, STEPHANIE 842695711TE	1	0	2	1	0	0	1	0	0	1	2	1	9
LIVINGSTON, EVE 238421185I	0	0	2	2	2	1	0	1	0	0	0	0	8
ESTEVESON, MADILYNN 394903829J	0	1	2	1	1	1	0	0	1	0	0	1	8
CLEMENTS, BAILEY 545518594B	0	2	1	0	0	0	0	1	4	0	0	0	8
GIAKOUMAKIS, SADIE 553030179G	0	0	2	0	0	2	0	1	2	0	1	0	8
MARKS, AUBREE 604085285G	1	0	0	0	1	0	0	2	0	0	1	3	8
THAMESON, MEGAN 635706747G	1	0	2	2	1	1	0	1	0	0	0	0	8
HALE, ADAM 667353675E	0	1	2	3	2	0	0	0	0	0	0	0	8
YALOVSKY, FRANCESCA 218300404H	1	0	0	0	0	3	0	2	1	0	0	0	7
VELEZ AMEZAGA, LILIANA 258844838L4	2	2	1	1	0	1	0	0	0	0	0	0	7
ROSARIO, ALEXANDER 285043514J	0	0	2	0	2	0	2	1	0	0	0	0	7
WATKINSON, ALEXIA 347185077B	0	0	0	1	0	1	1	0	1	2	1	0	7
LUGO, RAELENN 388424747G	0	0	0	0	0	0	0	1	1	2	2	0	7
Totals	607	543	572	497	490	438	433	399	433	396	346	358	5,512

View Context				
Beneficiary Name				
	Beneficiary Name	Unique Visits Count	Avg Visit ER Cost	Claim Count
<input type="checkbox"/>	POWERS, ELSIE	19	266.49	20
<input type="checkbox"/>	WADIA, FINLEY	16	212.92	16
<input type="checkbox"/>	HUGHESON, STEPHANIE	15	596.97	14
<input type="checkbox"/>	TERRELL, AVA	14	459.41	13
<input type="checkbox"/>	HODGE, GIA	10	365.69	10
<input type="checkbox"/>	LASZLO, ALVIN	10	554.36	9
<input type="checkbox"/>	TEDFORD, DILLON	9	457.52	12
<input type="checkbox"/>	BRENNAN, JUNIPER	9	307.23	7
<input type="checkbox"/>	ZARE, ALIVIA	9	490.46	8
<input type="checkbox"/>	DURAN, KIMBERLY	8	348.01	7
<input type="checkbox"/>	FLEMING, EMBER	7	733.96	7
<input type="checkbox"/>	MCCONNELL, ALEXA	7	550.94	6
<input type="checkbox"/>	VANDERHYDE, DELANEY	7	629.10	7
<input type="checkbox"/>	VELASQUEZ, IRIS	7	694.08	7
<input type="checkbox"/>	HINTON, FINLEY	7	688.68	9
<input type="checkbox"/>	WHEELER, HENRY	6	777.75	5
<input type="checkbox"/>	HAGENS, JUDSON	6	220.75	7
<input type="checkbox"/>	KAHN, JOURNEE	6	616.69	6
<input type="checkbox"/>	VALERIO, JUSTICE	6	1,331.98	5
<input type="checkbox"/>	PAYNE, KHAN	6	457.33	6
<input type="checkbox"/>	WATADA, FINLEY	6	640.73	7
<input type="checkbox"/>	TRAVERSON, FINN	6	448.70	4
<input type="checkbox"/>	SUMMERS, MALIA	6	754.18	7
<input type="checkbox"/>	CRANE, ELSA	6	345.26	6
<input type="checkbox"/>	FULLER, AMBER	6	556.56	6
<input type="checkbox"/>	KINDON, MARLEY	6	467.40	6
<input type="checkbox"/>	INGHRAM, BENNY	6	350.04	6
<input type="checkbox"/>	MAY, JACOB	6	830.97	6
<input type="checkbox"/>	FARINO, ISA	6	180.45	5
<input type="checkbox"/>	KEMP, AUTUMN	6	547.85	7

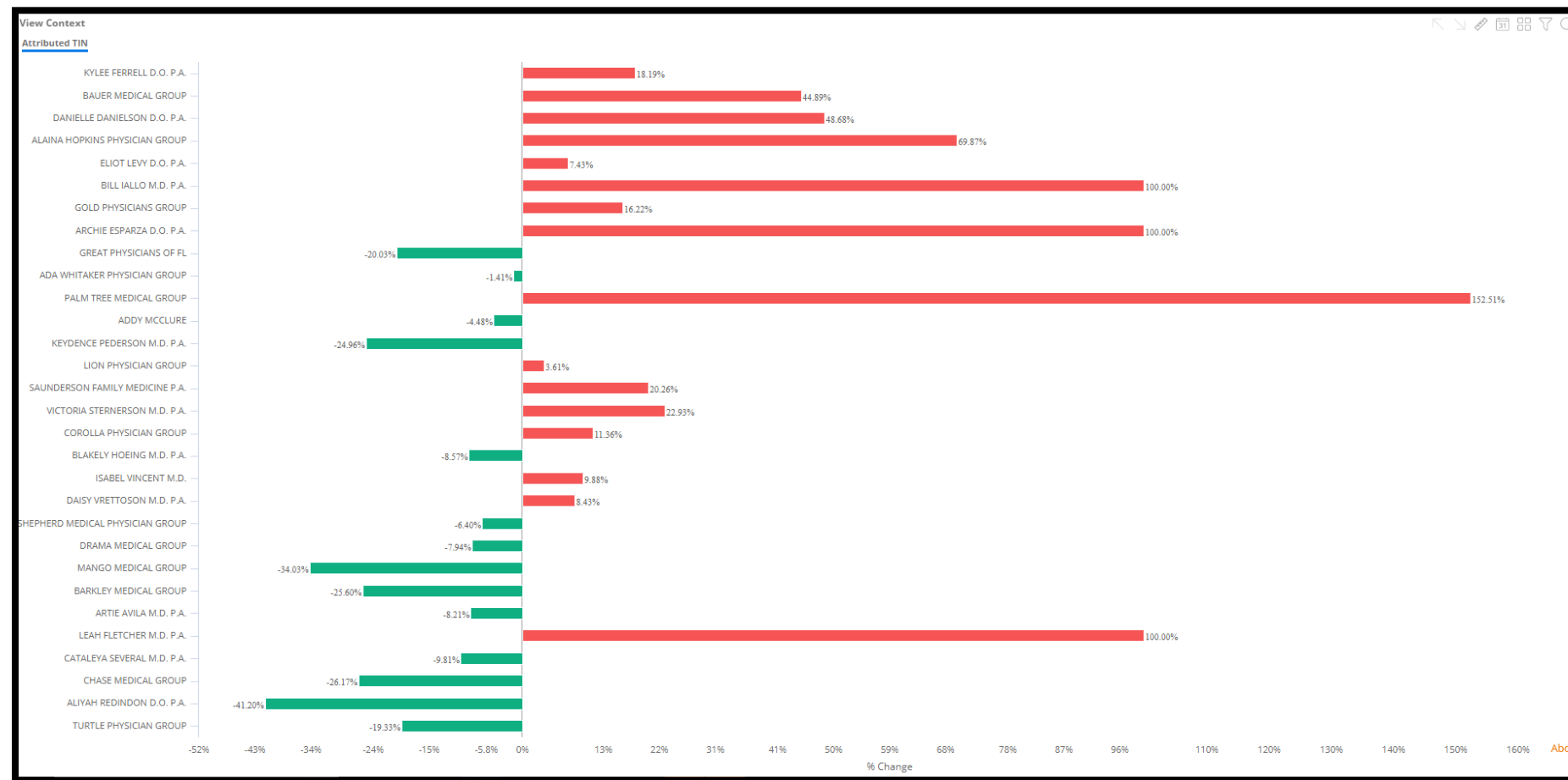
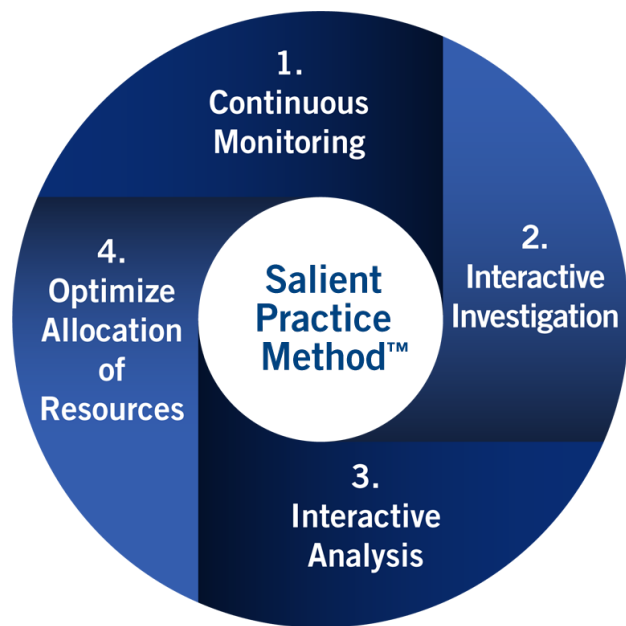
Advanced Concepts: Obtain ADT Data to Reach out to Patients After ER Visits

Set up an ADT Feed to identify patients that have visited the ER recently

Complete patient outreach to these patients to:

- Ensure their issues have been resolved to avoid additional ER visits
- Schedule patient visit with the practice to coordinate care
- Provide patient education around same-day access and after-hours access

Using Data to Assess the Impact of Your Initiative




Salient Resource Library


Resources Library

[Guides](#)[Presentations](#)[Webcasts](#)[Toolkits](#)[Important Links](#)


Guides



AWV Planning Guide
[Go to Page](#)




Chronic Care Management
[Go To Page](#)




Beneficiary Retention
[Go To Page](#)

Toolkits


Salient Healthcare's toolkits for value-based care provider organizations provide documents to put in place to engage in the following programs:




Annual Wellness Visit
[View Toolkit](#)
Restricted Access.




Hierarchical Condition Category
[View Toolkit](#)
Restricted Access.




Transitional Care Management
[View Toolkit](#)
Restricted Access.



Emergency Department Utilization
[View Toolkit](#)
Restricted Access.




Chronic Care Management
[View Toolkit](#)
Restricted Access.




Developing Partnerships with External Organizations
[View Toolkit](#)
Restricted Access.


Brochures




Value-Based Performance Management Solutions
[View PDF](#)



Multi-Payer Data Integration
[View PDF](#)



Network Management Module
[View PDF](#)



Salient Medicaid Enterprise Management
[View PDF](#)



Thank You



Amy Holm Kotch, MHA | Prin. Business Consultant
• **Mobile:** 914.275.6531
• **E-Mail:** akotch@salient.com



Maria Nikol, MJ | Sr. Business Consultant
• **Mobile:** 410.812.7156
• **E-Mail:** mnikol@salient.com



Ryan Mackman, MBA, MHA | Business Consultant
• **Mobile:** 954.270.0692
• **E-mail:** rmackman@salient.com