

# The MSSP puzzle piece

Jerica Dykes, LMSW, ACM-SW, IMH-E, and Glenn Ferrell, RN, BSN



## OBJECTIVES

- Identify the "why" behind physician engagement with care management
- Explore three initiatives for improving physician engagement in care management
- Discuss the impact of increasing physician engagement on patient engagement and successive MSSP savings

## INTRODUCTION

Baylor Scott & White Quality Alliance (BSWQA) is the accountable care arm of the larger Baylor Scott & White Health system, serving over 800,000 members across a large geographic area, that experienced significantly improved MSSP performance year over year. Many pieces of the puzzle fit together to create this success, including Comprehensive Care Management (CCM) team contributions. Our hypothesis was that partnering with physicians and improving physician engagement with CCM would subsequently increase patient engagement. Our strategies were:

- Alignment of centralized CCM staff with specific practices
- Developing interdisciplinary care meetings with provider practices
- Embedding care managers in physician practices

The term "physician engagement" refers to regular participation of physicians in deciding how their work is done, making suggestions for improvement, goal setting, planning, and monitoring of their performance in activities targeted at the micro (patient), meso (organization) and/or macro (health system) levels. According to the Gallup Business Journal, physician engagement can improve financial performance and increase the use of outpatient resources. For the work of our ACO, we explored the impact on the Per Member Per Month (PMPM) cost, readmissions, patient engagement and the percentage of successful patient contacts.

## IMPLEMENTATION

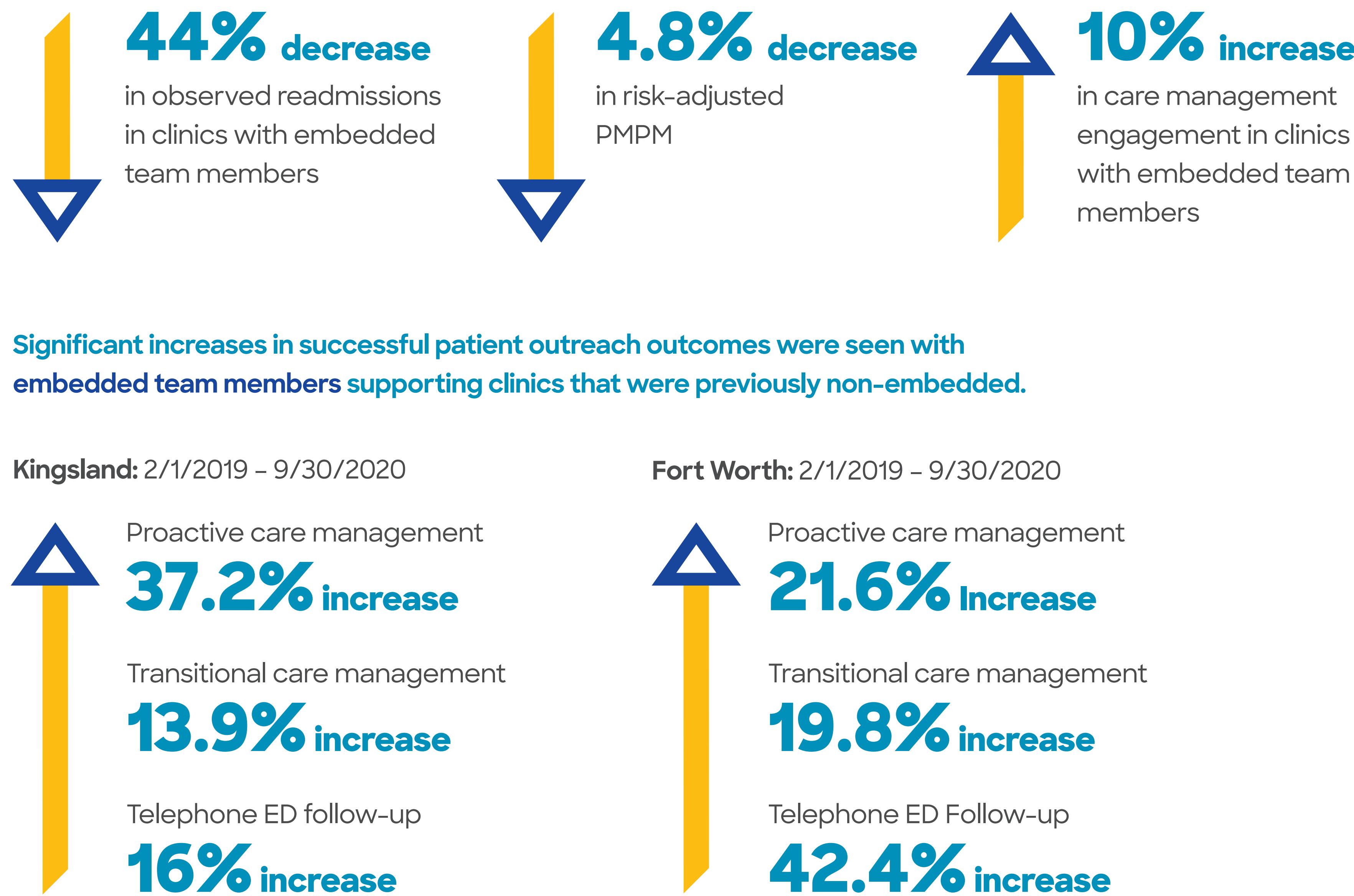
- Target clinics with large ACO population (40%+ of clinic panels are ACO members) and low high-risk member engagement and low number of provider referrals to CCM
- Identify clinics with space available for care manager
- Identify staff with ability to embed in clinic
- Determine start date for staff
- Create a structure that increases care manager presence in already existing clinic processes

## STRUCTURE

Embedded care manager practice

- Attend regular clinic huddles and other meetings as appropriate
- Identify patients on schedule appropriate for care management
- Identify face-to-face patient introduction opportunities
- Identify opportunities to connect with patients with unsuccessful contact attempts
- Navigate referrals to most appropriate care management resource
- Build relationships with providers to aid in timely issue resolution

## RESULTS



## QUICK FACTS

<b>#1</b>	ACO in US in generated savings in 2019 and 2020	<b>\$198M</b>	over the last three years—doubling our MSSP savings YOY
<b>\$96M</b>	savings in 2020	<b>\$69M</b>	savings in 2019
<b>\$47M</b>	shared savings distribution in 2020	<b>\$34M</b>	shared savings distribution in 2019
<b>\$39.3M</b>	savings in 2018	<b>\$18.7M</b>	shared savings distribution in 2018

## STRENGTHS AND SUCCESSES

- Improved patient connection with care manager as part of clinic team
- Increased active participation rates for the MSSP population from 8.4% in July 2018 to 54.6% in July 2021 after implementation of physician engagement interventions
- Increased employee satisfaction
- Increased engagement with clinic staff/physicians
- Increased recruiting capabilities
- MSSP quality scores remained greater than 97% in 2018 – 2020
- Real-time issue resolution

## CHALLENGES AND OPPORTUNITIES

- Clinic space availability
- Decrease in productivity
- Increased workflow variation
- Increased flexibility to scale operations
- Staffing limitations

## CONCLUSIONS

- We have seen a positive impact in multiple areas with an increase in physician engagement in partnership with the other strategies we have implemented.
- Our analytics analysis has demonstrated that physician engagement can improve patient engagement by 65%.

## RESOURCES

Baylor Scott & White Health. Baylor Scott & White Quality Alliance Medicare Shared Savings Public Reporting. Retrieved from <https://www.bswhhealth.com/qualityalliance/mssp-public-reporting>

Kamin, C. (2015). What Too Many Hospitals Are Overlooking. Retrieved from <http://www.gallup.com/businessjournal/181658/hospitals-overlooking.aspx>

Maddox, W. (2021). Baylor Scott & White Health's Record-Breaking Accountable Care Organization. *D Magazine*. Retrieved from <https://www.dmagazine.com/healthcare-business/2021/10/baylor-scott-white-healths-record-breaking-accountable-care-organization/>

Perreira, T. A., Perrier, L., Prokopy, M., Neves-Mera, L., & Persaud, D. D. (2019). Physician engagement: a concept analysis. *Journal of Healthcare Leadership*, 11, 101. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6666374/>