

Grant Outcome Report

Improving Diabetes Outcomes in New York State Hospital Outpatient Clinics

The Problem

In 2008, the New York State Health Foundation (NYSHealth) officially launched its NYSHealth Diabetes Campaign in response to the growing epidemic of diabetes across the State. An estimated 1.1 million New Yorkers—7.6% of the population—have been diagnosed with diabetes. That is double the rate since 1996, and diabetes is the only chronic condition that continues to rise. An estimated 730,000 New Yorkers have diabetes but do not know it, and another 4.5 million New Yorkers have prediabetes, a condition that puts them at high risk for developing diabetes.

Despite a wealth of information about best practices in the care of diabetes, many patients still do not receive the care and support they need to most effectively manage their condition. Therefore, efforts to reverse the diabetes epidemic in New York State must work to improve the delivery of care to patients with diabetes. The Healthcare Association of New York State (HANYS) represents an important cohort of primary care providers in New York. Of the 206 hospitals that are part of HANYS, there are more than 160 hospitals with ambulatory clinics that receive more than 11.3 million clinic visits a year. These hospital-owned clinics employ more than 12,000 full-time staff, and serve as the point of access to primary care for low-income residents—several of the outpatient departments report that more than 70% of their patient population is covered by Medicaid. Although they are well positioned to work with patients to manage their diabetes over time, the outpatient departments need support to adopt best practices and transition to a model of care that improves health outcomes for people with diabetes. This transition will ensure that people receive the right care, at the right time, and in the right setting to achieve the best health outcomes.

To advance the Campaign among hospital outpatient clinics, NYSHealth made a grant to HANYS to engage its network of outpatient health clinics and provide them with technical assistance to adopt a new model of care to improve the care and outcomes of patients with diabetes. HANYS assisted providers in achieving

KEY INFORMATION:

GRANTEE

The Hospital Education and Research Fund, Inc. (dba Healthcare Association of New York State)

GRANT TITLE

Improving Diabetes Outcomes in New York State Hospital Outpatient Clinics

DATES

2009 – 2011

GRANT AMOUNT

2009: \$329,550
2010: \$582,005
2011: \$1,015,068

FUNDING

Diabetes Campaign-Solicited

recognition under the National Committee for Quality Assurance (NCQA) or Bridges to Excellence (BTE) diabetes recognition programs. These programs recognize physicians who use evidence-based measures and provide excellent care to patients with diabetes. Seven measures of diabetes control are covered in the programs, including hemoglobin A1c; blood pressure; LDL cholesterol; eye examinations; nephropathy assessment; and smoking status and cessation advice or treatment.

Grant Activities and Outcomes

Since 2009, HANYS has undertaken the following major activities:

- Conducted outreach and promotion to all HANYS member hospitals with clinics and outpatient primary care sites to recruit members interested in pursuing diabetes recognition programs.
- Analyzed data from the Statewide Planning and Research Cooperative System, Medicaid, and Centers for Medicare & Medicaid Services and produced annual reports for NYSHealth and Campaign partners that describe hospitalization rates, 30-day readmission rates, and other health care service utilization information related to diabetes. The reports help to document the financial and human cost of uncontrolled diabetes among New Yorkers.
- Provided direct technical assistance to sites through in-person visits and phone calls to effectively engage hospital clinics and outpatient primary care sites to pursue improvements in diabetes care and health outcomes.

Early on, HANYS learned some important lessons and restructured its approach to working with its constituency in order to maximize the number of sites able to achieve NCQA or BTE diabetes recognition. HANYS established working relationships at the individual practice site level and developed joint plans of action in order to effectively engage the hospital clinics and outpatient primary care sites to ambitiously pursue NCQA or BTE diabetes recognition. HANYS worked to incorporate various types of diabetes-related quality improvement activities that its members were already involved in. Hospital clinics, while enthusiastic and committed to continuously improving diabetes care, are dealing with significant competing priorities. At a minimum, applying for diabetes recognition requires supervision and coordination of time from a medical director and physician champion. In addition, the application and required chart abstraction, data entry, audit, and submission paperwork require many hours to complete. HANYS identified techniques and support services to reduce the time and resource burden put on the individual practice sites when applying for diabetes recognition. The process helped to keep sites engaged and motivated throughout the application and improvement process.

Another outcome of HANYS' work is its ability to capitalize on the relationships between the key process factors associated with excellence in diabetes care and both the patient-centered medical home (PCMH) and chronic care management models. HANYS participants responded quite favorably to the Campaign when HANYS helped them with both diabetes-specific practice improvements and attaining PCMH recognition.

During the first two years of its work on the Campaign, HANYS provided technical assistance to more than 210 sites and helped 698 providers achieve recognition for excellence in diabetes care. This accounts for more than 75% of the total number of providers in New York State who have met the criteria for the national diabetes recognition programs. The sites HANYS worked with have complex systems with competing challenges, yet HANYS has raised awareness among hospital executives of the problems and costs associated with poor diabetes care. Through its efforts, more than 200,000 New Yorkers are receiving better care for diabetes.

Future

During its third and final grant period, HANYS sought to work with at least 125 hospital-owned clinics. HANYS worked with these sites to continue spreading best practices that will improve outcomes for patients with diabetes, and aimed to assist 600 primary care providers with meeting the criteria for NCQA or BTE diabetes recognition. During the third year, HANYS targeted late adopters of best practices in diabetes care, and worked with them to improve their systems of care.

In addition, to capitalize on the financial incentives offered by Medicaid for outpatient departments to transform into PCMHs, HANYS collaborated with IPRO to provide hands-on technical support to help sites adopt necessary system-level changes that will improve their coordination and quality of care, and meet PCMH certification criteria.

Sites that achieve PCMH certification benefit from the Medicaid fee-for-service incentive program, which



offers up to an additional \$21.75 for each Medicaid beneficiary seen at a certified PCMH. By offering this additional support to the hospital clinics, HANYS incentivized the sites facing significant challenges to improve their flow and quality of care. HANYS offered its support and expertise to help these clinics accomplish the complex task of redesigning their entire systems, which can include implementing patient registries, referral tracking systems, and patient self-management support.

Finally, HANYS planned to produce an annual report on the prevalence of diabetes cases and diabetes-related admissions and readmissions among member clinics and practices.

BACKGROUND INFORMATION:

ABOUT THE GRANTEE

As a statewide trade association for New York's hospitals, the Healthcare Association of New York State (HANYS) is well positioned to work with hospital-based clinics to improve outcomes for New Yorkers with diabetes. HANYS represents approximately 500 nonprofit and public hospitals, nursing homes, and home care organizations across the State. Of those hospitals, there are more than 160 hospitals with ambulatory clinics that receive more than 11.3 million clinic visits a year. According to recent estimates by the Center for Workforce Studies, hospitals deliver approximately 20% of New York State's primary care. HANYS Quality Institute staff has extensive experience in improving the quality of care at hospitals in both inpatient and outpatient departments.

GRANTEE CONTACT

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