Kaiser Permanente: Integrated Value Based Care Model

John Snyder, DMD
Executive Dental Director
Permanente Dental Associates
Who we are

• Dental Service Agreement (DSA)
• Memorandum of Understanding (MOU) - Annual Contract
• Global Payment
KP Membership / Permanente Physician Groups / Permanente Dental Group

- **12,000,000** medical members
- **278,000** Dental members in NW (Oregon & SW Washington)
- **606,000** Medical members in the NW region
- **90%** Dental members also have KP Medical coverage
- **8 autonomous KP regions** (Colorado, Hawaii, Georgia, Mid-Atlantic, Northern California, Southern California, Oregon and Washington)
- **8 autonomous Permanente physician groups**
- **1 autonomous Permanente dental group** (Pacific NW)
Multi-Specialty Group Practice

- 120 GENERAL DENTISTS
- 35 SPECIALISTS
  - Endo 5
  - OMFS 4
  - Ortho 8
  - Perio 6
  - Pedo 9
  - Pros 1
  - TMD 2
- 5 Denturist

TOTAL Clinicians: 160
Ownership Model

- **42** • Associates
- **111** • Shareholders
- **9 YEARS** • Average Tenure
- **11 YEARS** • > 1 Year w/ PDA
Permanente Dentistry
Ethical, Evidence Based, Integrated with a relentless pursuit of quality and patient safety.

What is Permanente Dentistry™?
- Ethical treatment: Providing the right care for our patients.
- Evidence-based care: Using the best available peer reviewed literature to define our approach to care.
- Integrated treatment: Considering the total health of our patients, starting with their smile.
- Relentless pursuit of quality of care and patient safety.
Care and Coverage

What Makes Kaiser Permanente Unique: Vertical Integration

Our Mission
We exist to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.
Kaiser Dental Clinics within Health Centers

- Beaverton
- Salmon Creek
- Tanasbourne
- Longview
Kaiser Dental Office Adjacent to Medical Office

- Skyline
- N. Lancaster
- Cascade Park
- Clackamas
Stand-Alone Dental Offices

- Aloha
- Eastmoreland
- Glisan
- Grand
- Gresham
- Johnson Creek
- N. Interstate
- Oregon City
- Rockwood
- Tigard
- Valley River
School-Based Dental/Medical Office

- Faubion
  - Portland Public Schools
  - Concordia University
  - Kaiser Permanente

- 3 to PhD
Physician Embedded in Dental Office

- Cedar Hills
JOURNEY OF INTEGRATION
Late 1980’s • Blood Pressure and Advice Slip

Late 1990’s • Passive Referrals to Health Monitors

Early 2000’s • Patient-Friendly Care Gaps

Dec 15, 2016 • Integrated HER (Epic)

2017 • Oral Health Care Gaps

2018 • Embedded LPM/MA Pilots
# Blood Pressure Advice Slip

**Date:**

**Your Blood Pressure today is:**

## Systolic (Heart Pumping)-First Number

<table>
<thead>
<tr>
<th>Range, mmHg</th>
<th>Classification</th>
<th>Recommended Follow Up*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 120</td>
<td>Normal</td>
<td>Recheck in 2 years</td>
</tr>
<tr>
<td>120-159</td>
<td>Prehypertension</td>
<td><strong>Lifestyle modifications</strong> and recheck annually</td>
</tr>
<tr>
<td>160-159</td>
<td>Stage 1 Hypertension</td>
<td><strong>Medical consult within 2 months and Lifestyle modifications</strong></td>
</tr>
<tr>
<td>160-179</td>
<td>Stage 2 Hypertension</td>
<td><strong>Medical consult within 1 month</strong></td>
</tr>
<tr>
<td>180-209</td>
<td>Stage 2 Hypertension</td>
<td><strong>Medical consult within 1 week</strong></td>
</tr>
<tr>
<td>Greater than 210</td>
<td></td>
<td>Seek medical care immediately</td>
</tr>
</tbody>
</table>

## Diastolic (Heart Relaxed)-Second Number

<table>
<thead>
<tr>
<th>Range, mmHg</th>
<th>Classification</th>
<th>Recommended Follow Up*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 80</td>
<td>Normal</td>
<td>Recheck in 2 years</td>
</tr>
<tr>
<td>80-89</td>
<td>Prehypertension</td>
<td><strong>Lifestyle modifications</strong> and recheck annually</td>
</tr>
<tr>
<td>90-99</td>
<td>Stage 1 Hypertension</td>
<td><strong>Medical consult within 2 months and Lifestyle modifications</strong></td>
</tr>
<tr>
<td>100-109</td>
<td>Stage 2 Hypertension</td>
<td><strong>Medical consult within 1 month</strong></td>
</tr>
<tr>
<td>110-119</td>
<td>Stage 2 Hypertension</td>
<td><strong>Medical consult within 1 week</strong></td>
</tr>
<tr>
<td>Greater than 120</td>
<td></td>
<td>Seek medical care immediately</td>
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*If systolic and diastolic categories are different, follow recommendations for shorter follow up.

**Lifestyle modifications include:** maintaining normal body weight, regular aerobic exercise, sodium reduction to 2400mg/day, DASH eating plan (reduced saturated and total fat intake, coupled with increased intake of fruits, vegetables, and low-fat dairy products), tobacco cessation, and moderation of alcohol consumption. These recommendations are beneficial for all persons. More information available through Health Education Services at 503-286-6816 for Portland; all other areas 866-301-3866.

***Consider immediate medical evaluation if medical risk factors present.

Based on National Institutes of Health report of the Joint National Committee (JNC VII) on Prevention, Detection, Evaluation and Treatment of High Blood Pressure, 2004
Tobacco Cessation Referrals

3 A's of Tobacco Cessation

- Ask
- Advise
- Assess
Patient Support Tool

USING ORAL HEALTH PROVIDERS AS EXTENDERS OF PRIMARY CARE TO IMPROVE HEALTH OUTCOMES
Diabetic Care Gaps Closure Rate 2018

Kaiser Permanente Dental
Diabetic Care Gap Closure Rate (MOU Measurement)
December 2018

Program Summary

<table>
<thead>
<tr>
<th></th>
<th>YTD Denominator: 8,542</th>
<th>YTD Closed: 5,346</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Care Gap Closure</td>
<td></td>
<td>62.56%</td>
</tr>
</tbody>
</table>

Members w/ Dental visits vs. no Dental visit

<table>
<thead>
<tr>
<th></th>
<th>Denom</th>
<th>Closed</th>
<th>%closed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Had Dental Visit</td>
<td>4602</td>
<td>3131</td>
<td>80.0%</td>
</tr>
<tr>
<td>No Dental Visit</td>
<td>3962</td>
<td>2225</td>
<td>56.2%</td>
</tr>
</tbody>
</table>

*Dental Visit within current year.

Percentage Closed by Clinic Panel

Diabetic Care Gap Closure Rate

- Closed
- Open
- % Closed
- 2018 Target (68.57%)
Dental providers are part of the care team and extenders of primary care.
Best Practice Advisory
Blood Pressure

Important (1)

**ABNORMAL VITALS RECORDED**
Adult with systolic BP 140+, diastolic BP 90+, and/or HR below 60 or 100+.

**ACTION:**
Verbally counsel patient.
Give Blood Pressure/Pulse Advice Slip.
Document discussion with patient regarding follow-up.

**Filed Vitals:**
- 11/27/18 1440
- BP: 210/110
- Pulse: 56

**Acknowledge Reason**
Acknowledged and Action Taken

Option buttons: Accept, Dismiss
Reimagining Care Teams

Collaborating and talking across divides: Sharing responsibility for our members’ total health
Cedar Hills Dental and Medical Office Stats
- 2018 Snapshot -

- Members who visit the Cedar Hills Dental and Medical Office have a higher rate of addressing their preventive care gaps than members at other co-located offices.
  - 110% more likely to receive child flu immunization
  - 81% more likely to receive the child HPV vaccination
  - 114% more likely to receive an adult physical
  - 160% more likely to receive a cervical cancer screening
## MDI Pilots

<table>
<thead>
<tr>
<th>People</th>
<th>Model 1</th>
<th>Model 2</th>
<th>Model 3</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Salmon Creek</td>
<td>Beaverton</td>
<td>Glisan</td>
</tr>
<tr>
<td></td>
<td>Co-located Medical &amp; Dental Office</td>
<td>Co-located Medical &amp; Dental Office</td>
<td>Stand Alone Dental Office</td>
</tr>
<tr>
<td>Enhanced Care Coordination by Dental Team</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Embedded LPN</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Facilitated on-site care gap closure</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Completed on-site care gap closure</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Proactive fishing for care gap closure opportunities</td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>On-site referrals/coordination for chronic diseases</td>
<td>✓</td>
<td>✓</td>
<td></td>
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<th>Process</th>
<th>Model 1</th>
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<tr>
<td>Off-site referrals for chronic diseases</td>
<td></td>
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<td>✓</td>
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<tr>
<td>Health connect Optimization</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Modified Med Prep Area</td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Coordination with Lab</td>
<td>✓</td>
<td></td>
<td>✓</td>
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Flu Shots in Dental

Pilot focused on Medicare Patients

194 Shots in dental after flu clinic

Don’t get the flu. Get the flu shot!
Flu Vaccine Implementation in Dental Offices 2018 (CLD,OYD,GRD,TBD)

10/8-10/19
70% Staffed Shifts

**Audience Captured**
- 135 Members who have not had a vaccine for at least two seasons (since 2016)
- 97 Vaccines given to Medicare members

**Feedback Received**
- 18% were not planning on getting vaccinated this season
- 97% of member feedback mentioned convenience of service

**Care Gaps Closed**
- 39-52% of flu care gap opportunities were Staged throughout the month (1,510)
- A total of 744 Flu Care Gaps were resolved across CLD, OYD, GRD, and TBD offices

**Member Comments**
- “My child had a dental cleaning today and we both took advantage of the flu shot clinic. Super convenient!!”
- “This is a great service. Now I don’t have to go to Sunnyside”

24% of the members receiving flu shots were above the age of 65
Oral Health Care Gaps

- Introduced oral healthcare gaps pilot 2017
  - Diabetics without periodontal treatment in last 15 months
  - >12 month old children that have not had their first visit to pediatric dentist
VALUE BASED COMPENSATION
Per Member / Per Month (PM/PM) Global Payment

Value Based Compensation

- Claims Data: Lists the procedures done by the dentist, including preventative measures that the evidence supports.
- Claims Data: Lists the procedures done by the dentist from which payments will be made.
Value-Based Compensation Model

- Financial recognition focuses on the overall dental office individual performance.
  - Patient Experience
  - Integrated Care
“Dental Team’s Concern for Overall Health”
Diabetic Care Gap Closure Rate – 2018

Kaiser Permanente Dental
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*Denote Visit within current year.

Percentage Closed by Clinic Panel

- **Closed**: Blue
- **Open**: Grey
- **% Closed**: Orange
- **2018 Target (68.57%)**: Green

Graph showing the closure rate of diabetic care gaps from February to December 2018.
IN SUMMARY...
Provide an integrated medical and dental experience that is a new standard for high-quality, convenient and affordable health care.

Experienced by:

- Our members have their **total health** needs addressed when they visit Kaiser Permanente
- Members receive **coordinated care** and **greater value** when they choose us for medical and dental coverage
- Meeting the needs of members is easier because **bridges** have been built between departments
- Medical and dental **share responsibility** for the member’s total health
Essential Elements of our Integrated Care Model

- Shared Total Health Philosophy
- Shared Population: Medical and Dental
- Co-located Facilities
- Shared Informatics Platform
- Global Payment