

HealthInsight New Mexico Organizational Summary

HealthInsight New Mexico is the state's premier and independent health care consulting organization dedicated to facilitating positive changes in the delivery of health care. This not-for-profit health care organization that has served New Mexico since 1971 is affiliated with *HealthInsight*, a management corporation based in Salt Lake City, Utah. *HealthInsight* New Mexico's exceptional staff, comprised of analytic, communications, medical coding and clinical and quality improvement professionals, is widely recognized for providing education and training, technical assistance, quality of care review, and project management expertise to a variety of audiences. *HealthInsight* New Mexico has a well-earned reputation for working with community leaders statewide to provide innovative solutions to health care challenges.

Medicare Peer Review and Quality Improvement Organization

HealthInsight New Mexico has been the only federally qualified Medicare Peer Review and Quality Improvement Organization (QIO) for New Mexico under contract with the Centers for Medicare & Medicaid Services (CMS) since 1984. Its current QIO aims are to:

- **Improve Individual Patient Care.** *HealthInsight* New Mexico's patient safety initiatives in hospitals encompass catheter-associated urinary tract infections, *Clostridium difficile* and surgical site infections. All Medicare-participating hospitals will also receive technical assistance for reporting infection data to the National Healthcare Safety Network and inpatient and outpatient quality data to CMS.

In nursing homes, work initially targets pressure ulcers and physical restraints, then evolves to address other healthcare-acquired conditions, such as falls and catheter-associated urinary tract infections.

To decrease adverse drug events, *HealthInsight* New Mexico is bringing clinical pharmacists, physicians and facilities together in a national Patient Safety Clinical Pharmacy Services Collaborative, sponsored by the Health Resources and Services Administration.

- **Improve Health for Populations and Communities.** *HealthInsight* New Mexico is assisting physician practices that want to use their electronic health record systems to coordinate preventive services and report related quality measures to CMS. This activity is also supported by *HealthInsight* New Mexico's New Mexico Health Information Technology Regional Extension Center (NM HITREC) staff to promote health IT integration. Practices involved in this aim also can participate in a learning network focused on reducing patient risk factors for cardiac disease.
- **Integrate Care for Populations and Communities.** *HealthInsight* New Mexico is bringing together hospitals, nursing homes, patient advocacy organizations and other stakeholders in community coalitions to build capacity to improve transitions of care for patients and sustainability of these coalitions through attainment of grant funding.
- **Deliver Beneficiary and Family Centered Care.** QIO Program improvement initiatives result in safer, more effective patient care, lead to better health for populations and communities, and drive lower health care costs through improvement. *HealthInsight* New Mexico and other QIOs also fulfill CMS' obligation to protect the rights of Medicare beneficiaries by reviewing complaints about quality and appeals about the denial or discontinuation of health care services.

Medicaid External Quality Review Organization

HealthInsight New Mexico has been the Medicaid External Quality Review Organization under contract with the New Mexico Human Services Department since 2005 to provide quality oversight for all Medicaid managed care physical, long-term care and behavioral health contracts. This work includes assessing contract performance against applicable state and federal standards and policy, the actual measurement of performance using approved methodology, and other audits as requested.

New Mexico Hospital Engagement Network

HealthInsight New Mexico has partnered with the New Mexico Hospital Association (NMHA) to form the New Mexico Hospital Engagement Network (NM HEN) to assist New Mexico hospitals in improving patient safety in 10 targeted areas. With funding from CMS and direction from the American Hospital Association's Health Research & Educational Trust (HRET), NM HEN and 32 other state hospital associations to form the largest HEN in the country. NM HEN works to ensure that each hospital's needs and challenges are understood and each receives tailored support to ensure success.

Aligning Forces for Quality

Albuquerque is one of 16 communities participating in the *Aligning Forces for Quality* (AF4Q) initiative, the signature effort of the Robert Wood Johnson Foundation to lift the quality of health care in selected communities. The Albuquerque Coalition for Healthcare Quality was established to lead the effort locally and *HealthInsight* New Mexico is the grant holder on behalf of the Albuquerque community. More than 100 representatives from business, health care, health plans and the community are working together to improve health care quality in Albuquerque. AF4Q has three main focus areas: performance measurement/public reporting, quality improvement, and consumer engagement. There is also a focus to move toward the standard collection of race, ethnicity and language data in order to improve equity and reduce disparities. In addition, the initiative also addresses cost and payment reform, which requires changing health care delivery and re-aligning payment incentives.

New Mexico Health Information Technology Regional Extension Center

HealthInsight New Mexico has partnered with LCF Research and the New Mexico Primary Care Association to form the New Mexico Health Information Technology Regional Extension Center (NM HITREC) under contract with the Office of the National Coordinator for HIT. *HealthInsight* New Mexico is responsible for assisting more than 500 providers as well as 17 hospitals to adopt or enhance their EHR systems to achieve meaningful use of those systems.

New Mexico Department of Health

HealthInsight New Mexico is a longstanding contractor with the New Mexico Department of Health. Activities have ranged from quality improvement and patient safety in rural hospitals; tobacco cessation; coordination of the state's influenza immunization consortium; diabetes registries; colorectal cancer screening data analysis; and training in the collection of standardized race, ethnicity and tribal affiliation data in hospitals to recent major efforts to reduce healthcare-associated infections.

CMS Qualified Entity Status

HealthInsight New Mexico is the first QIO to be accepted by CMS as a "qualified entity" (QE) under its Qualified Entity Certification Program, developed to implement Section 10332 of the Affordable Care Act. Active for three years, the status certifies *HealthInsight* New Mexico as qualified to handle certain Medicare claims data and protect patient privacy during the process. Qualified entities are able to combine Medicare and private insurance data to create comprehensive, useful reports on provider performance, intended to help consumers get more information regarding their local doctors, hospitals and other health care providers.

While *HealthInsight* New Mexico provides quality improvement expertise and services through a variety of federal and state contracts and grants, it also assists private organizations in quality improvement initiatives. *HealthInsight* New Mexico partners with stakeholder organizations and uses a client-focused and collaborative approach in working with providers, Medicare beneficiaries, consumers, payors and others to improve the quality of health care for New Mexicans.

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Corporate Summary

HealthInsight
a partnership for the future of health care

HealthInsight is a private, non-profit, community-based organization dedicated to improving health and health care, that is composed of locally governed organizations in three western states: Nevada, New Mexico and Utah. As such, it is able to draw upon the unique social and cultural elements of each state, as well as the quality improvement expertise in those states that has been developed over three decades.

The *HealthInsight* enterprise holds contracts, grants, and is certified, in key areas of healthcare improvement:

- Network for Regional Healthcare Improvement (NRHI) Collaborative (Nevada, New Mexico, Utah)
- Agency for Healthcare Quality and Research Chartered Value Exchange (Nevada, Utah)
- Admissions & Transitions Optimization Program (Nevada)
- Medicare Quality Improvement Organization (Nevada, New Mexico, Utah)
- Hospital Engagement Network (Nevada)
- Robert Wood Johnson Foundation *Aligning Forces for Quality* (New Mexico)
- Office of the National Coordinator Beacon Community (Utah)
- Health Information Technology Regional Extension Center (Nevada, Utah; New Mexico subcontractor)
- Community Health Information Exchange (Nevada)
- Medicaid External Quality Review Organization (New Mexico)
- Prescription Improvement Coalition (New Mexico)
- UtahHealthScape (Utah)
- URAC Accreditation (Nevada)

Chartered Value Exchanges – The Nevada & Utah Partnerships for Value-driven Healthcare

HealthInsight is the Agency for Healthcare Research and Quality Chartered Value Exchange (CVE) in Nevada and Utah. The CVE is a multi-stakeholder collaborative effort that includes healthcare purchasers, health plans, providers, and consumers. It is actively working to advance transparency of health care quality, promote adoption of health information technology, and align financial incentives with quality and improvement goals.

The *HealthInsight* Value Program is working with a diverse set of community stakeholders to lead, develop and implement appropriate change around the value and transparency of health care. *HealthInsight* has identified the value proposition (quality/cost=value) as a key strategy to improving the overall health of our communities. The Value Program's key agenda strategies include:

1. Aligning Healthcare Payment with Quality
2. Reporting Provider Performance
3. Engaging Consumers
4. Promoting and Advancing Health Information Technology

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Admissions & Transitions Optimization Program

HealthInsight Nevada is one of seven organizations across the nation selected by the Centers for Medicare & Medicaid Services (CMS) to lead the Initiative to Reduce Avoidable Hospitalizations among Nursing Facility Residents. The statewide initiative titled *Admissions and Transitions Optimization Program* (ATOP) is testing models to improve the quality of care and help reduce avoidable hospitalizations by 67% in 25 of Nevada's Medicare-Medicaid certified eligible nursing facilities by 2016.

Medicare Quality Improvement Organizations

HealthInsight has held contracts to serve as federally contracted Medicare Quality Improvement Organizations (QIOs) for Utah since 1971, New Mexico since 1984 (as the New Mexico Medical Review Foundation until 2011), and for Nevada since 1988. Under direction of the Centers for Medicare & Medicaid Services (CMS), QIOs work with consumers, health care providers, health plans, stakeholders and other partners to refine care delivery systems to ensure that patients get the right care at the right time. Currently *HealthInsight* convenes statewide learning and action networks to drive substantial improvements in measures of health and health care that are tightly aligned with *Partnership for Patients* goals.

QIOs also help improve the quality of care for Medicare beneficiaries by reviewing beneficiary complaints and termination of service appeals. *HealthInsight* processes over 900 cases monthly, more cases than any other QIO, through subcontracts with 24 other states to handle their appeals and with 21 states to cover cases mitigated due to possible conflicts of interest.

Hospital Engagement Network

The Nevada Hospital Engagement Network (HEN) is a partnership between the Nevada Hospital Association and *HealthInsight* that is one of 26 HENs across the nation charged with accomplishing improvement by December 2013. HENs align with the *Partnership for Patients* goals. These goals are: to achieve a 20% reduction in 30-day all-cause, all-payer Readmissions and a 40% reduction in nine Hospital Acquired Conditions (HACs): Adverse Drug Events; Catheter-Associated Urinary Tract Infections; Central Line Bloodstream Infections; Early Elective Deliveries and other Obstetrical Harm; Falls, Pressure Ulcers; Surgical Site Infections; Ventilator-Associated Events and Venous-Thrombotic Events. We work with our members to improve the culture of safety, promote patient engagement and involve staff from "boardroom to bedside" to focus on harm prevention tools and activities. This is a two-year contract, which began in December 2011 – with an option of a 3rd year, performance-based award.

Robert Wood Johnson Foundation's *Aligning Forces for Quality*

Albuquerque, New Mexico, is one of 16 communities in the nation participating in the Robert Wood Johnson Foundation's (RWJF) *Aligning Forces for Quality* (AF4Q) initiative under a RWJF grant held by *HealthInsight* New Mexico. This initiative brings local health plans, hospitals, health care providers, businesses, and consumers together to transform health care in local communities by driving public reporting of evidence-based quality of care data, improving health care quality, improving health care efficiency and reducing racial and ethnic disparities while reducing costs.

Utah Beacon Community Program

Since 2010, *HealthInsight* has served as one of 17 Beacon Communities across the United States. Funded by the Office of the National Coordinator for Health Information Technology, the Utah Beacon Community Program, "Improving Care through Connectivity and Collaboration (IC³)," is leveraging health information technology to create dramatic and quantifiable improvements in healthcare quality, cost, and efficiency. IC³ is a community collaborative effort led by *HealthInsight* and representing Salt Lake, Summit, and Tooele Counties (the Salt Lake Metropolitan Statistical Area or MSA) in Utah. Key partners working together in this effort include Intermountain Healthcare, University of Utah, Utah Department of Health, Utah Health Information Network, and the Utah Medical Association.

Regional Extension Centers

HealthInsight operates the Health Information Technology Regional Extension Center for Nevada and Utah, and New Mexico serves its state as a major subcontractor. Designated by the Office of the National Coordinator for Health Information Technology in February 2010, Regional Extension Centers were created out of the American Recovery and Reinvestment Act of 2009 for the purpose of improving the quality and value of health care throughout the country.

As the Regional Extension Center for Nevada and Utah, *HealthInsight* is assisting 1500 providers, through hands-on, one-on-one customized assistance, in selecting and effectively using electronic health records to improve the health care they provide to their patients. *HealthInsight* New Mexico is a major subcontractor and founding partner of New Mexico's Regional Extension Center.

Health Information Exchanges

HealthInsight has long supported health information exchange (HIE). In Utah, *HealthInsight* was a founding member of the Utah Health Information Network (UHIN) administrative data exchange, which has been active for over a decade. UHIN's clinical HIE (cHIE) recently came online and clinical data is now exchanged. *HealthInsight* staff contributed in many areas of its development, including vendor selecting for the cHIE, governance design, communication strategy, provider engagement, evaluation design and resolving political issues. Marc Bennett, President and CEO of *HealthInsight*, is the current chair of the UHIN board.

In Nevada, *HealthInsight* collaborated with statewide stakeholders to launch a community-based health information exchange so Nevada providers can improve the timeliness, quality and coordination of patient care. HealthHIE Nevada will enable physicians to securely receive and share real-time patient information at the point of care. This includes referrals, discharge summaries, laboratory and radiology results, prescriptions, and other key patient information of value to physicians providing direct patient care. Many key data sources are linked to the HIE and local stakeholders are paying to support its operations. HealthHIE Nevada is now a separate non-profit which contracts with *HealthInsight* for manage and operations services.

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Prescription Improvement Coalition

The New Mexico Prescription Improvement Coalition (NMPIC) was established in 2006 and is facilitated by *HealthInsight* New Mexico. NMPIC has worked since that time to improve the safety of prescription drug delivery and encourage the adoption of electronic prescribing (e-prescribing) and medication therapy management (MTM) services in New Mexico. The coalition involves representatives from throughout the health care community that have a stake in safe and appropriate medication delivery in New Mexico. Current NMPIC projects include developing and spreading statewide clinical guidelines to avoid potentially inappropriate medications in older adults and a number of activities focused on reducing prescription drug abuse in several New Mexico communities.

UtahHealthScape

After working with community stakeholders for over three years, in 2011 *HealthInsight* launched www.UtahHealthScape.org, a comprehensive healthcare quality data reporting website, to providers, health plans and the public, representing a significant step forward in health care transparency. The website rates performance for hospitals and health plans, and in 2012, included clinic-level quality measures. It provides consumers with a directory of Utah providers, listing their characteristics and service offerings, and quality of care data and patient experience/satisfaction survey results for health plans and hospitals.

URAC Accreditation

HealthInsight Nevada has held URAC accreditation since 2009. URAC, an independent, nonprofit organization, is well-known as a leader in promoting health care quality through its accreditation, education and measurement programs. URAC offers a wide range of quality benchmarking programs and services that keep pace with the rapid changes in the health care system, and provide a symbol of excellence for organizations to validate their commitment to quality and accountability.

Convening our Community

At *HealthInsight* we understand the complexity of the healthcare system and the points of leverage for change: **Healthcare providers:** We work intensively with hospitals, physician offices, long-term care, and home health providers. As a thought leader and trusted adviser to those actively delivering healthcare, we engage our community partners in “learning labs” for continuous improvement.

Payers, purchasers, policy makers: We lead our communities in improving our healthcare system.

Public/consumers: We translate healthcare data into actionable information that patients and their families can use to navigate the healthcare system and improve their health.

Drivers of Change: Improved System Performance Relationships

While *HealthInsight*'s efforts have produced measureable improvements in the quality of health care provided in our communities, we believe we need multifaceted changes to simultaneously occur, if we are to move beyond creating only incremental improvements, to create the major changes that are needed to achieve demonstratively better outcomes at a reasonable cost.

The graphic below is a model developed at *HealthInsight* to show the interrelated efforts that we believe our communities must work on simultaneously, in order to get beyond incremental improvement and create sustainable gains in cost and quality. Our organizational strategy is to organize, expand upon existing efforts, support our partners, and reinforce, encourage, or otherwise foster initiatives that move these levers.

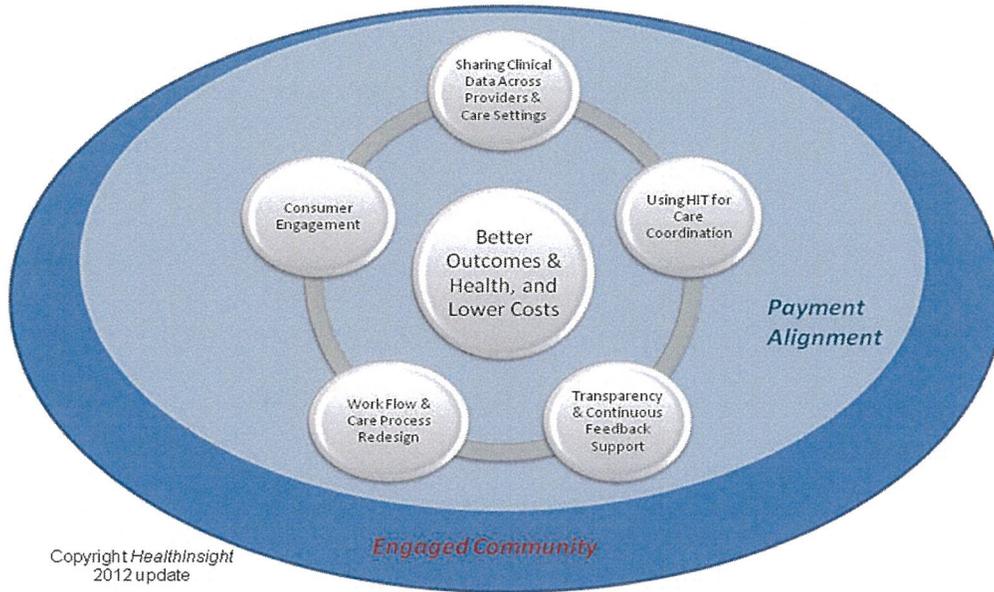
These levers for change include:

- Sharing clinic data across the continuum of care;
- Making optimal use of health information technology to improve and coordinate care;
- Promoting transparency of quality and cost data, and continuously providing actionable data to the front line workers;
- Redesigning work flow and care processes, and supporting associates culture change; and
- Engaging consumers of healthcare in owning their own care and their own health—enabled with cost and quality data.

All of this has to happen in an environment with payment aligned to reward quality and efficiency. No single entity can drive all that change to effectively engaging as a community, including alignment of government efforts, has to be an overarching key strategy.

Currently many of these efforts are funded from different sources as independent projects. *HealthInsight* is working to coordinate across these efforts in our communities and obtain funding in the areas not covered. We are working toward building a sustainable integrated community approach through the many initiatives we undertake.

Improved System Performance Relationships



Improved System for ...



Abbreviations

BBA – Balanced Budget Act of 2007

BH – Behavioral Health

CAP – Corrective Action Plan

CFR – Code of the Federal Register

CHIPRA – Children’s Health Insurance Program Reauthorization Act of 2009

CMS – Centers for Medicare and Medicaid Services

CoLTS – Coordination of Long Term Services

EQRO – External Quality Review Organization

HEDIS – Healthcare Effectiveness Data and Information Sets

HSD – Human Services Department

LOD – Letter of Direction

MCO – Managed Care Organization

NCQA – National Committee on Quality Assurance

NMAC – New Mexico Administrative Code

PH – Physical Health

QIO – Quality Improvement Organization

RFP – Request for Proposal

SSA – Social Security Act

Acronyms

- ABA – Balanced Budget Act of 2003
- BA – Behavioral Health
- CAP – Corrective Action Plan
- CER – Code of the Federal Register
- CHITA – Children's Health Insurance Program Reauthorization Act of 2009
- CMS – Centers for Medicare and Medicaid Services
- COIS – Coordination of Long Term Services
- EQRD – External Quality Review Organization
- HEDS – Healthcare Effectiveness Data and Information Set
- HSD – Human Services Department
- LOD – Letter of Direction
- MCO – Managed Care Organization
- NCCA – National Committee on Quality Assurance
- NIMAC – New Mexico Administrative Code
- PH – Physical Health
- QIG – Quality Improvement Organization
- RFZ – Request for Proposal
- SBA – Social Security Act