Healthcare today is facing unprecedented challenges as providers transition from volume to value-based payment. Providers, payers, and patients are working together in new ways to improve healthcare outcomes, services, and cost. The Iowa Healthcare Collaborative (IHC) is dedicated to sustainable healthcare transformation in Iowa and the nation. This past year, Iowa has experienced success. By working with key partners, IHC has saved over $148 million in costs and impacted the lives of nearly 12 million patients and families. The work of IHC has impacted all 99 counties in Iowa. As Iowa’s leader in healthcare transformation, we rely on actionable data to position patients, providers, payers, and community leaders to drive improvements that advance the health of our communities. I want to thank all of our partners who are committed to our goal of healthier people, healthier families, and healthier communities. Your steadfast commitment is improving care and health outcomes leading to a healthier Iowa.

Thomas C. Evans, MD
President and CEO
IHC convenes stakeholder groups from across the state to inform, promote, and enhance the work of the organization. Representatives include hospitals, physicians, nurses, pharmacy, long-term care, small business, and performance improvement professionals. The collective expertise from this group and the board gives IHC a unique advantage to best serve the healthcare community.

+ **MICHAEL ROMANO, MD – CHAIR**
  Chief Medical Officer
  Nebraska Health Network

+ **DAVE WILLIAMS, MD – VICE CHAIR**
  President/CEO
  UnityPoint Clinic and UnityPoint at Home

+ **FRAN TRAMP – SECRETARY/TREASURER**
  President/CEO
  Burgess Health Center

+ **JULIE WHITE**
  President/Founder
  Tapestry Solutions

+ **BRIAN DIETER, FACHE**
  President/CEO
  Mary Greeley Medical Center

+ **JACK DUSENBERGY**
  President
  Covenant Medical Center

+ **MIKE FLESHER**
  Executive Vice President & CEO
  Iowa Medical Society

+ **SHEILA LAING**
  Executive Vice President, Chief Administrative Officer
  Hy-Vee, Inc.

+ **TOM NEWTON**
  Vice President of Network Engagement
  Wellmark

+ **KIRK NORRIS**
  President
  Iowa Hospital Association

+ **LINDA CHASE, PHD**
  Senior Vice President/Chief Nursing Officer
  CHI Health

+ **SCOTT TRUHLAR, MD**
  Radiologist
  Radiologic Medical Services, PC

+ **W. JOHN YOST, MD**
  Chief Academic Officer
  UnityPoint Health
WHO WE ARE +
WHAT WE DO

Healthcare is undergoing significant change that requires new solutions to today’s challenges. The Iowa Healthcare Collaborative (IHC) is a provider-led, patient-focused nonprofit organization dedicated to sustainable healthcare transformation. Since 2005, IHC has been working within the healthcare arena to improve quality, patient safety, and value. Today, IHC is working with 152 hospitals, 8,000 clinicians, and 22 communities across 18 states to thrive in a value-based environment.

Nationally recognized for achieving demonstrable and sustainable improvements across healthcare settings and disciplines, IHC puts healthcare providers in a leadership position to drive improvements and accelerate change throughout their communities. As a leader in sustainable healthcare transformation, IHC has built a reputation as a trusted advisor, honest broker, and sense maker.

IHC’s work is anchored in our mission, vision, and cornerstones with the overarching goal of better care, better outcomes.

IHC understands that to build a culture of health, stakeholder involvement is imperative. IHC has built relationships with healthcare champions and stakeholders at the national, regional, state, and local levels. These multi-stakeholder partnerships enable IHC to rapidly deploy best practices, using data to effect change, and build upon cross-sector collaboration – ultimately raising the quality, safety, and value of healthcare in Iowa and across the nation. IHC convenes providers, payers, patients, communities, and government to build a unified approach to healthcare delivery and finance.

MISSION
To facilitate exceptional healthcare quality, safety, and value in Iowa and the nation.

VISION
A healthcare culture of continuous improvement in quality, safety, and value that provides the most effective and efficient care.

CORNERSTONES
+ Raise the standard of care
+ Align and equip providers for continuous improvement
+ Engage the community for sustainable healthcare transformation
+ Promote responsible reporting of healthcare information
HOSPITALS
152

EXEMPLAR PRACTICES
300 DEMONSTRATED SIGNIFICANT IMPROVEMENTS

CLINICIANS
8,000

COMMUNITIES
22

SAVED
$448 MILLION
ACROSS THE IHC HIIN AND TCPI PROGRAMS

84 MILLION

PEOPLE IMPACTED
12 MILLION

BETTER CARE
+ Avoided 2,000 unnecessary hospitalizations
+ Prevented 660 readmissions
+ Tripled the number of communities engaged in enhanced community and clinical care coordination from 7 to 22
+ Reduced inpatient adverse drug events by 29%
+ Reduced rate of inpatient falls with injury by 16%
+ Reduced incidence of severe inpatient sepsis and septic shock by 24%

HEALTHIER PEOPLE
+ Improved outcomes for 138,000 patients with hypertension and diabetes
+ Improved results for 69,000 patients with asthma and upper respiratory infections
+ Avoided 5,960 inpatient adverse events

SMARTER SPENDING
+ IHC worked with clinicians through the Transforming Clinical Practice Initiative (TCPi) program to improve clinical outcomes, reduce hospitalization, unnecessary tests, procedures, and use of emergency department services. As a result, IHC aligned TCPi network realized $286 million in cost savings. Of that, $64 million in cost savings was achieved in 2018 alone.
+ Through the Compass Hospital Improvement Innovation Network (HIIN) program, IHC produced an additional savings of nearly $84 million in 2018. Total program cost savings reached nearly $162 million.

$64 MILLION

$84 MILLION

$148 MILLION
PROGRAMMATIC SAVINGS IN 2018
IHC operates in 18 states, working with 152 hospitals, 8,000 clinicians, and 22 communities to improve quality, patient safety, and value. IHC does this work through 3 major networks: Hospital Improvement Innovation Network (HIIN), Transforming Clinical Practice Initiative (TCPi), and the State Innovation Model (SIM) in Iowa. Each network has unique characteristics.

**WHO WE SERVE**

**HOSPITALS:** 152
- 80% Critical access hospitals (CAH)
- 20% Urban

**CLINICIANS:** 8,000
- 901 Total practices
- 51% Primary care practices
- 49% Specialty care practices

**COMMUNITIES:** 22
- 68 Health systems
- 16 Public health agencies
- 8,344 Community partners and stakeholders
IHC has a proven track record of delivering exceptional results through the use of data-driven strategies to measure and improve outcomes. As a result, IHC programs have achieved significant accomplishments in improved clinical outcomes, producing better care, better experiences, and improved quality of life for millions of patients.

IMPROVED CLINICAL OUTCOMES

In 2018, IHC has positively impacted acute care by reducing incidences of sepsis, inpatient falls, healthcare acquired infections, and adverse drug events (ADE). Through specific clinical interventions and community-wide coordination of care, more than 2,000 unnecessary hospitalizations and 660 readmissions were avoided. IHC initiatives led to the prevention of an estimated 5,960 adverse healthcare acquired events and saved 98 lives.

PERSON + FAMILY ENGAGEMENT

At the center of healthcare transformation is the patient. IHC is recognized as a national champion and leader in person and family engagement (PFE). IHC’s hospital network has been consistently ranked as one of the top HIIN networks for PFE implementation through the Centers for Medicare & Medicaid Services (CMS) Partnership for Patients program. IHC collaborates with patient advocates and members of Patient and Family Advisory Committees (PFAC) to support the role of patients, families, and caregivers in care design and delivery.
92 OF 153 HOSPITALS HAVE INSTITUTED A PFAC

IHC PFE initiatives extend from hospitals into clinical practices with all 8,000 clinicians engaged in PFE efforts. Clinicians participating in IHC networks consistently use patient portals for shared access to information, shared decision-making techniques, assessments of health literacy, patient activation, and inclusion of the patient voice in care design.

INCREASED THE NUMBER OF PRACTICES MEASURING PATIENT ACTIVATION BY 200%

In 2018, IHC was recognized multiple times by the CMS Innovation Center for excellence in PFE across IHC-aligned hospital and clinician networks. Twice this recognition resulted in the awarding of a CMS “Challenge Coin” celebrating achievements in surpassing national PFE goals across programs.

INCREASED THE NUMBER OF PRACTICES ASSESSING HEALTH LITERACY BY 170%

To address these challenges, IHC hosted the Rural Health Forum, an event that gathered rural health leaders and key stakeholders to identify and deploy strategies that advance healthcare transformation in rural Iowa. As a result of the Forum, a rural health payment redesign taskforce was developed to assess use cases and feasibility of rural health global budget designs used in other states. This group is committed to improving access, quality, and patient safety in rural communities.

RURAL HEALTH

Access to quality care is becoming increasingly challenging in rural communities. With provider reimbursement transitioning from volume to value, this further exacerbates the issue. As a predominately rural state, Iowa is comprised of more than 82 CAHs, 170 rural health centers, and 76 local public health agencies which serve 78 rural counties. Working together to navigate the changing healthcare landscape is critical to ensure access to quality care in rural Iowa.

VULNERABLE POPULATIONS

Addressing vulnerable populations across the state while implementing health and wellness initiatives is a priority at IHC. Beyond the clinical setting, IHC leads the development of initiatives that support community health and integration throughout the state. Collaborating with key partners, IHC supports care coordination efforts that assist patients with addressing their social determinants of health needs. The identification of individuals with high-risk, high-cost needs is a key community engagement strategy for IHC.
ALIGN + EQUIP PROVIDERS FOR CONTINUOUS IMPROVEMENT

Sustainable healthcare transformation requires strategic execution in addition to providing value-added products and services. IHC believes in responsible leadership as well as the importance of stakeholder relationships and community participation.

TECHNICAL ASSISTANCE
IHC works hand-in-hand with our partners and stakeholders, aligning and equipping hospitals, clinicians, and communities through on-the-ground and online technical assistance. In 2018, IHC provided more than 310 onsite support visits, 1,151 coaching calls, and virtual encounters. Technical assistance is comprehensive, covering general performance improvement strategies and data applications. IHC equips community partners with coalition-building skills such as evaluating and assessing organizations and populations for foundational capacities and strengths – all with the goal of accelerating community action. IHC-provided technical assistance is designed to apply evidence-based improvement methods to real-life challenges for rapid-cycle change and sustainability.

FOCUSED TOPICAL INITIATIVES
In 2018, IHC provided targeted support through several focused initiatives. Examples of topics include:
+ Antimicrobial Stewardship
+ Readmissions Reduction
+ Fall Prevention
+ Candor (Communication and Optimal Resolution)
+ Opioid Guardianship and Comfort Resources

TRANSFORMATION
Healthcare transformation requires aligning healthcare delivery and payment. In 2018, IHC assisted more than 2,700 providers with transitioning to Alternative Payment Models (APMs), positioning them to thrive in a value-based payment environment. This work fundamentally changed their business model from volume to value reimbursement and improved their financial viability.

In 2018, IHC partnered with 22 state innovation communities representing approximately 68 hospitals and clinic-based health systems and 16 public health agencies to create a network of integrated systems of care. The accountable communities of health model was used as a framework to build intentional, collaborative relationships among healthcare providers and services within participating community innovation sites. This work has redesigned the way care is provided in those communities.
EDUCATION + TRAINING

Education and information sharing are strategies IHC uses to align and equip providers for continuous improvement. IHC provides up-to-date information on innovative solutions and best practices that hospitals, clinics, and communities use to improve quality and access while reducing cost. Each year, IHC offers a wide variety of in-person and online educational and training opportunities including but not limited to the annual forum, learning communities, workshops, webinars, and podcasts.

HOSPITALS
+ 151 quality on-site visits, 77 virtual visits, 756 coaching calls
+ 6 in-person events and 46 virtual learning events

CLINICIANS
+ 159 quality on-site visits, 318 virtual encounters
+ 3 in-person events and 23 virtual learning events

COMMUNITIES
+ 125 community site visits and 808 technical assistance supports provided
+ 4 in-person events and 11 virtual learning opportunities

535 ATTENDEES AT 4 CONFERENCES
525 ATTENDEES AT 15 WORKSHOPS
418 ATTENDEES AT 6 LEARNING COMMUNITIES
2,258 ATTENDEES AT 85 WEBINARS
2,032 NEWSLETTER SUBSCRIBERS
Communities are at the heart of the work at IHC and have substantial influence on defining the culture of health. IHC works to identify critical gaps between clinical care and community services by testing the application of community navigation services and the impact they have on cost and utilization – all with a goal aimed toward community coordination and integration.

**COMMUNITY INTEGRATION**

IHC works closely with communities across Iowa through the SIM initiative, developing and redesigning community coalitions. Through this work, IHC has successfully deployed population-based, community-applied interventions. IHC team-based approaches connected primary care practices to local public health agencies, resulting in increased patient access.

- More than 70 community-based steering committees were convened
- 60 community coalition meetings were held
- 650 committee members were represented statewide

Through the State Innovation and Visioning Roundtable, the Healthy Communities Work Group was formed to engage key members of the community and to identify opportunities for leveraging existing initiatives and build needed infrastructure. These groups facilitate the development of adaptable strategies and applications which are necessary to ensure interventions meet the unique needs of each community.

**IMPROVED HEALTH + WELLNESS**

IHC works with providers across all programs to include the patient as a partner in care. In doing so, IHC provides specialized self-management programming that equips patients with skills necessary to manage their often-complex care needs. IHC develops patient-centered tools and resources to educate patients and families and also assists communities with enhancing community-based care coordination services. Support services addressed needs related to economic stability, education, affordable housing, safety, and transportation.

- 266 REFERRALS TO HEALTHCARE PROVIDERS
- 303 REFERRALS TO DIABETES SELF-MANAGEMENT PROGRAMS
- 5,308 REFERRALS FOR GENERAL SOCIAL DETERMINANTS OF HEALTH
- 5,877 TOTAL REFERRALS FOR SOCIAL DETERMINANTS OF HEALTH
PROMOTE RESPONSIBLE REPORTING OF HEALTHCARE INFORMATION

DATA DRIVEN STRATEGIES
IHC relies on multi-source, multi-payer data to capture a complete and accurate picture of healthcare needs, opportunities, and achievements. IHC hosts and manages 5 interactive reporting portals hospitals, practices, and communities use to report, trend, and review clinical process and outcomes data.

APPLIED RESEARCH
Data management, analysis, and interpretation are vital for improving the quality and value of healthcare services. The IHC Research and Analytics Center offers a variety of research and robust analytics services, and uses evidence-based findings to inform the public.

Services include:
+ Clinical outcome monitoring and prediction
+ Performance improvement analytics
+ Cost and value analysis
+ Population health analytics
+ Evaluation development and testing
+ Data collection, validation, cleaning, monitoring, mining, visualization, and reporting

DATA REPORTING SUPPORT
IHC promotes responsible reporting by helping healthcare providers collect, interpret, and share data, and to use the data to make evidence-based decisions. IHC reports the most reliable, actionable, and relevant data regarding healthcare’s critical issues.

APPLIED RESEARCH
IHC makes sense of data and provides support to individuals so they can utilize their data effectively and make informed decisions. IHC provides simple dashboard reports to all portal users to give a quick overview of performance. Advanced data visualization using dashboards, geo-maps, and other custom reports are available on demand.

DATA (PORTAL) MANAGEMENT AND HELP-DESK
IHC maintains web portals at the state, community, and provider level, mitigating issues often experienced when reporting data. Portals help institutions report data, track progress, and reach new standards in healthcare. IHC makes frequent updates to reporting portals to meet user’s needs and offer customized support when necessary. IHC’s helpdesk supports portal users by answering questions and resolving user needs, from general issues with usability to suggestions for additional features.
As a collaborative, IHC brings stakeholders together to advance sustainable healthcare transformation. We truly appreciate the engagement, execution, and support received from partners at the national, regional, and local levels.

2019 PRIORITIES
Transforming healthcare is an ongoing journey of continuous improvement. IHC remains focused on the future and leading sustainable healthcare transformation – lasting change that delivers exceptional healthcare quality, safety, and value time and time again. To do that, IHC 2019 priorities areas are:

+ Behavioral health
+ Healthcare financing
+ Integrated care delivery
+ Long-term care
+ Opioids
+ Person and family engagement
+ Population health
+ Rural health