About WCRI

• Independent, not-for-profit research organization providing high-quality, objective information about public policy issues involving workers' compensation systems

• Serve as a resource for public officials and stakeholders, but we do not make recommendations or take positions

• Studies are peer-reviewed with a focus on benefit delivery

• Diverse membership support, including gov’t agencies, employers, insurers, labor unions, service providers, etc.
About The Webinar

• The presentation is 60 minutes long: 45 minutes of slides and 15 minutes for your questions

• To submit a question, use the “Questions” box located on the right-hand side of your screen

• If you are having issues with your connection or audio, please call GoToWebinar at 1-800-263-6317
About The Webinar (Cont.)

• A copy of the slides can be downloaded under “Handouts” on the right-hand side of your screen.

• Today’s presentation is being recorded and will be provided within 48 hours.

• At the end of the webinar we ask that you take a short online survey. For every completed survey, WCRI will donate $2.00 to Kids’ Chance.
Your Presenter - Randall D. Lea MD, MPH

• Currently serves as a Senior Research Fellow at Workers Compensation Research Institute
• Interim Chief Medical Officer for a health system in the Midwest.
• Past president of the American Academy of Disability Evaluating Physicians (IAIME) and was their alternate delegate to the AMA through May 2018.
• Served as a member of the American Academy of Orthopedic Surgeons’ Occupational Health Committee.
• Obtained his medical degree from LSU School of Medicine in New Orleans and completed all of his orthopedic training at the Tulane University School of Medicine
• In 2011, Dr. Lea took a one-year sabbatical and completed his MPH at The Dartmouth Institute for Health Policy and Clinical Practice in New Hampshire.
Background: Why This Topic?

- WCRI already studies a multitude of variables and factors

- Health Services Researchers and Health System Scientists highlight the importance of care delivery & design and how they influence clinical outcomes

- This is becoming more important given the different care models that are emerging; some of which may have policy relevance in workers compensation

- WCRI need to understand the different designs and consider how they might impact our study results
Today’s Objectives

• Provide a definition for a center of excellence; identify the parts that combine together to make up a center

• Describe how they compare with other care delivery models

• Offer some explanation(s) for why centers of excellence may still be relevant in our current environment and what role they might play

• Do they really improve care or decrease costs?

• Potential opportunities??
Centers Of Excellence: Definition

- No universally agreed upon definition; term used for different reasons and different contexts
Centers Of Excellence: Definition

“A program within a healthcare institution which is assembled to supply an exceptionally high concentration of expertise and related resources centered on a particular area of medicine, delivering associated care in a comprehensive, interdisciplinary fashion to afford the best patient outcomes”

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Centers Of Excellence: Expertise

**PROVIDER CREDENTIALING**
- Board Certification
- Maintenance of Certification
- Fellowship Training
- Case Volumes

**CENTER ACCREDITATION**
- Governmental
- Payers/Insurance
- Specialty Societies
- Clinic or Physician Groups(s)
- Joint Commission
Centers Of Excellence: Expertise

TEACHING

RESEARCH

CULTURE OF LEARNING
Centers Of Excellence: Resources

- Resources
- Personnel
- Technology & Diagnostics
- Facilities & Ancillaries
“A program within a healthcare institution which is assembled to supply an exceptionally high concentration of expertise and related resources centered on a particular area of medicine, delivering associated care in a comprehensive, interdisciplinary fashion to afford the best patient outcomes”

Centers Of Excellence: “Particular Area of Medicine”

**TWO TYPES OF “CONDITIONS” IN HEALTHCARE**

**“CUREABLE”**
- Most Pneumonias
- Duodenal Ulcers
- Uncomplicated wrist fractures

**“MANAGEABLE”**
- Diabetes
- Hypertension
- Degenerative Spine
Centers Of Excellence: “Particular Area of Medicine”

Disease management is for those conditions that:
- Complex and perhaps not curable
- High/variable costs
- Large variation in outcomes

Commonly the foundation for centers of excellence:
- e.g. Spine, Pain, Infertility, Transplant
Centers Of Excellence: Definition

“A program within a healthcare institution which is assembled to supply an exceptionally high concentration of expertise and related resources centered on a particular area of medicine, delivering associated care in a comprehensive, interdisciplinary fashion to afford the best patient outcomes”

Centers Of Excellence: Care That Is “Associated”, “Comprehensive”, And “Interdisciplinary”

Optum: “…health care that is planned, coordinated and provided by a team of experts who specialize in your condition and regularly work together”

How is all of that achieved?
Centers Of Excellence: Care That Is “Associated”, “Comprehensive”, And “Interdisciplinary”

“MULTI-”
Centers Of Excellence: Care That Is “Associated”, “Comprehensive”, And “Interdisciplinary”

Case Management

Vocational Rehabilitation

Physicians

Nursing

Physical/Occupational Therapist

INTERDISCIPLINARY ??

INTERPROFESSIONAL ??
Centers Of Excellence: Care That Is “Associated”, “Comprehensive”, And “Interdisciplinary”

MEDICAL TREATMENT GUIDELINES

Standardized Evidence Based
Centers Of Excellence: Care That Is “Associated”, “Comprehensive”, And “Interdisciplinary”

CARE COORDINATION/ COMMUNICATION:

• **What?** Timely, frequent, and accurate; transitions and barriers to care, referrals, etc.

• **By Whom?** In-house.... new trend?

• **To Whom?** Patient and Payer

• **Physician Role:** Robust communication between providers
“A program within a healthcare institution which is assembled to supply an exceptionally high concentration of expertise and related resources centered on a particular area of medicine, delivering associated care in a comprehensive, interdisciplinary fashion to afford the best patient outcomes”

Centers Of Excellence: Outcomes

More Accurate Diagnoses

Shorter Length Of Stays

Fewer Readmissions

Fewer Complications

Higher Survival Rates

Return To Work??

Fewer Repeat Surgeries
“A program within a healthcare institution which is assembled to supply an exceptionally high concentration of expertise and related resources centered on a particular area of medicine, delivering associated care in a comprehensive, interdisciplinary fashion to afford the best patient outcomes”
Centers Of Excellence: Two More Attributes

COST

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Centers Of Excellence: Two More Attributes

- Patient Centered
- Shared Decision Making
- Valid Patient Satisfaction
- Access To Services
Centers Of Excellence: Terms

**Institute**

**Service Line**

**Accountable Care Organization**
Accountable Care Organizations: Review

- Provider responsibility for more than just quality or clinical outcome. Cost of care
- Payment linked to outcome
- Includes most, if not all, services for all conditions and procedures for an entire population, over a set time frame.
Centers Of Excellence: Are They Still Relevant?

**PAYERS**
- Quality
- Cost

**HEALTH SYSTEMS**
- Marketing
- Recruitment
- Provider Alignment

**PROVIDERS**
- Negotiate/Compete With Hospital; Other Providers
- Ancillaries
Centers Of Excellence: Service Gaps

Vendor Opportunities

Modular Based

- Personnel
- Training
- Protocols
- Telemedicine

Full Service: “Carve-Out”
## Centers of Excellence: Do they improve outcomes?

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<thead>
<tr>
<th>ARTICLE</th>
<th>RESULT</th>
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Centers Of Excellence: Opportunities

What?

- No assured savings or improved quality? Just another marketing tool?
- Are there any potential opportunities for innovation through centers of excellence?
- Maybe.......
Centers Of Excellence: Opportunities

TWO TYPES OF “CONDITIONS” IN HEALTHCARE

“CUREABLE”
Most Pneumonias
Duodenal Ulcers
Uncomplicated wrist fractures

“MANAGEABLE”
Diabetes
Hypertension
Degenerative Spine

- Some, but incomplete evidence based guides
- Still associated with high cost and variability
CENTERS OF EXCELLENCE

- EXPERTISE
- RESOURCES
- COSTS/FINANCIAL
- CLINICAL CONDITION OF INTEREST
- PATIENT-CENTERED
- COMPREHENSIVE/MULTIDISCIPLINARY
- QUALITY/OUTCOMES

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Centers Of Excellence: Opportunities

• Potentially help “answer these unanswerable questions”

• Like what?

• Example: Spine surgery
Example: Pain And Function

- What is likelihood of complete pain relief?
- What is expected degree of pain relief?
- What is likelihood of return to work?
- What is the likelihood of chronic opioids?
- How do center’s outcomes compare with regional and national benchmarks?
Example: Utilization Of Services

• What are your MRI rates; Rehab?; Meds?; Surgery?; Injections?

• How do they compare with regional and national benchmarks?

• Help define right service combinations and utilization rates

• If multidisciplinary, and not on a risk based contract, what are you cross-referral rates and costs?

• What is your policy on new technology?
Example: Compliance With Standards

- What is the provider compliance rate with clinic’s established guidelines?

- How do you address deviations from those guidelines?
Example: Patient Centeredness

• How is patient satisfaction measured?

• How are patient concerns or disputes about care addressed? (especially if captive group)?

• How do you identify and address the non-medical barriers to recovery, the social determinants of health, and the patient at-risk for chronic disease and disability?

• How do you measure and ensure equity of care among patients? Too much vs not enough care? Access?
Centers Of Excellence: Conclusion

• Not just centers of excellence, but centers of.....
  - transparency
  - true accountability
  - measurable improvement

• Distinguish marketing from true excellence
Case Volume References:


Thank You!

- As mentioned earlier, you will be asked to take a quick survey when you exit out of this webinar.
- Registration is open for WCRI’s 2020 Conference, March 5 and 6 in Boston, MA. Learn more at https://conference.wcrinet.org/.
- Thank you to our members! Non-members can learn about the benefits of membership at https://www.wcrinet.org/membership.
- Please follow us on social media.