

- **Center for Medicare and Medicaid Innovation**

Challenge Grant

Innovation



**SAN FRANCISCO
HEALTH PLAN™**

Here for you

Kelly Pfeifer, MD
Chief Medical Officer
San Francisco Health Plan

kpfeifer@sfhp.org

Why do we need innovation



- 30% waste in system
- Reducing healthcare waste would fund the entire stimulus package – EVERY YEAR
- Overuse, misuse and underuse are harmful to patients
- We need the right care, in the right place, at the right time
 - A vision, not yet a reality in SF

Challenge



- **November 14th** announcement:
 - **\$1 BILLION** will be distributed
 - Each grant worth \$1 – 30 million
- **December 19th**: letter of intent due
- **January 27th**: grant application due
- **March 30th** : announcements



**SAN FRANCISCO
HEALTH PLAN™**

Here for you

Grant Requirements



- **Must deliver on triple-aim:** improved outcomes, improved patient experience, and lowered cost
- **Must develop new workforce,** and retrain existing workforce
- **Must show outcomes** within 6 months of award
- **Must be sustainable** when grant is over



**SAN FRANCISCO
HEALTH PLAN™**

Here for you

Grant-planning process



- 40 people from over 12 organizations
 - Clinics and hospitals
 - Public health and City departments
 - University training programs
 - Vocational training and workforce
 - Behavioral health
- Vision: **Share the Care Teams**
 - population-focused,
 - patient-centered,
 - team-based model of primary care.
 - Ensure patients receive *the right care at the right time in the right place* delivered by teams they can trust.



**SAN FRANCISCO
HEALTH PLAN™**

Here for you

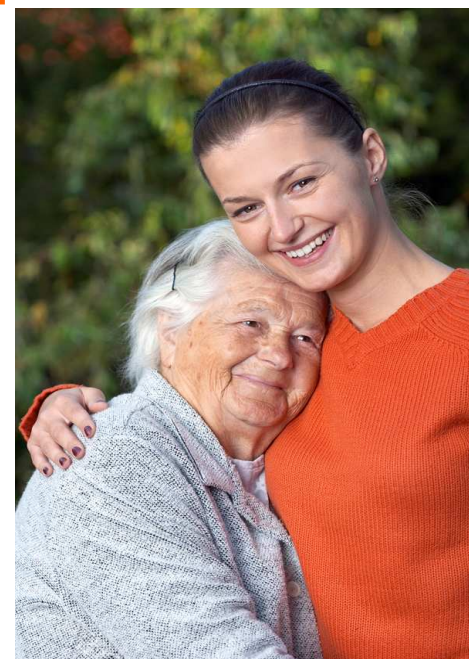
Letters of Support

- Mayor Ed Lee
- SF Health Commission
- SEIU & OSHPD
- Assembly Member Monning
 - Chair, Assembly Committee on Health
- Senator Hernandez
 - Chair, Senate Committee on Health
- Susan Desmond-Hellman,
Chancellor UCSF



Share the Care Teams key components

- Stratify SF's low income population based on health needs
- Hire and train a new workforce of primary care teams
- Match the team to the population
- Create panels and hold teams accountable for improvement in the areas of quality, experience, efficiency and cost outcomes.



Share the Care Teams: From Universal Coverage to Universal Care

COMMUNITY-BASED

CLINIC-BASED



Community-Based
Care Manager
Teams

HIGHEST USERS



IHSS Worker
Training



Care
Transitions

COMPLEX NEEDS

Nurse



Health Work

Complex Care Teams

CHRONIC DISEASES



Self-Management
Classes

Provider



MA

PCP/MA Teams

GENERAL POPULATION



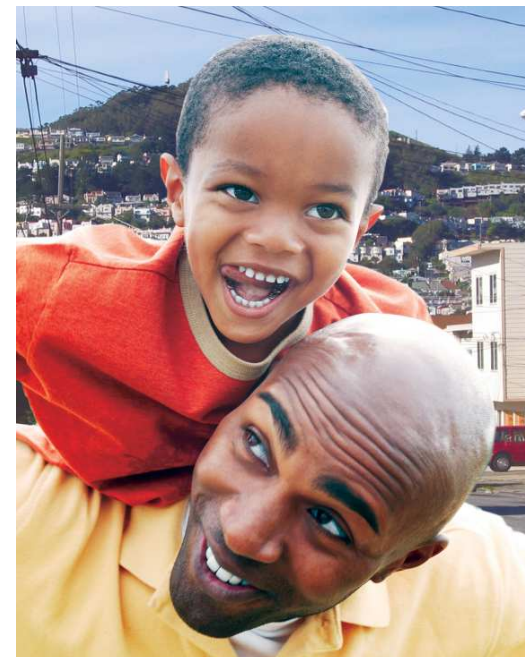
New Work Force



New Work Force

Cost model

- \$29,686,587 requested
 - Salary support for new positions
 - Training costs
 - Program costs
 - Technical assistance
- Projected to reach 130,000 patients
- Projected three-year savings \$41.6 million (above cost of grant)
- Projected ongoing savings of \$30 million a year

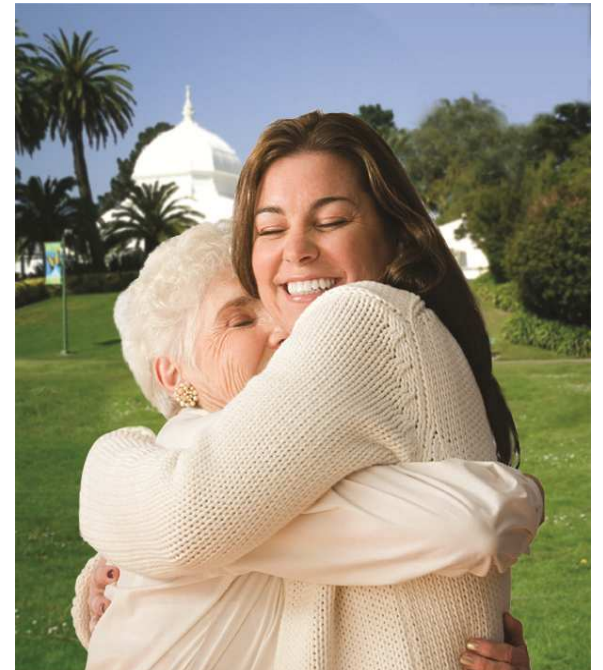


**SAN FRANCISCO
HEALTH PLAN™**

Here for you

Workforce goals

- 104 new jobs
- Train 1842 incumbent workers in new roles/new skills
- Build training infrastructure for the workforce pipeline



**SAN FRANCISCO
HEALTH PLAN**

Here for you

Training for existing workforce: 1842 people

- Medical Assistants and Health Workers
 - Health coaching and panel management
- Nurses and social workers
 - Integrated care management
- Physicians and Advanced Practice Clinicians (PAs, NPs)
 - Team based care
- IHSS Home Health Aides
 - Health coaching, improved communication with care teams



SAN FRANCISCO
HEALTH PLAN™

Here for you

Hiring new workforce: 104 jobs

- Medical Assistants and Health Workers

- Expanded MA:provider ratios
- New care management teams

- Social workers

- Community-based care managers

- Nurses

- Clinic care management

- Transitions coaches

- Coaching hospital-to-home

- Peer educators



Preparing future workforce

- **Physicians, Nurses and Pharmacists**
 - New team roles
 - New way of delivering care
- **Medical Assistants and Health Workers**
 - New skills, with potential career development
- **In Home Support Services Aides**
 - New skills, with potential career development

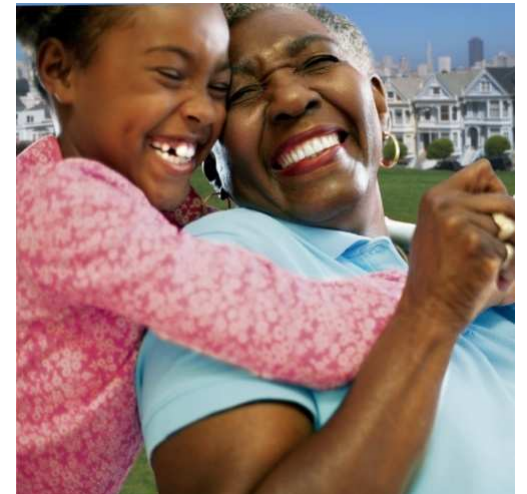


**SAN FRANCISCO
HEALTH PLAN™**

Here for you

Role of workforce experts

- **Key workforce partners:**
 - Jewish Vocational Services
 - Office of Economic and Workforce Development
- **Key roles:**
 - Curriculum development for pipeline programs
 - Recruitment
 - Job-readiness training



**SAN FRANCISCO
HEALTH PLAN**

Here for you

Next steps

- If award granted:
 - the hard work begins!
- If award not granted:
 - Will seek alternative foundation funds
 - We may be able to do parts of the grant anyway



Questions, Comments?

Kelly Pfeifer, MD
Chief Medical Officer
San Francisco Health Plan
kpfeifer@sfhp.org

