Cleveland Clinic

Robert Wyllie MD
Chief Medical Operations Officer
Organization Structure

- Not for Profit
- Group Practice
- Physician Leadership
- Salaried
- Annual Professional Review
- 1 Year Contract
Cleveland Clinic Health System Discharges

- 63% Home/Other/None
- 37% Post Acute

Source: EBi Outcomes Review, 2016, All Payers
Post Hospital Care

• Home Care

• Skilled Nursing Facilities (SNF)

• Inpatient Rehab Hospital (IRF)

• Long Term Acute Care Hospitals (LTACH)
Care After Hospitalization
9,300 Patients
Cleveland Clinic Hospitalization Disposition

- Long-Term Care Hospital (“LTACH”): 1%
- Inpatient Rehab Facility (“IRF”): 2%
- Skilled Nursing Facility (“SNF”): 16%
- Hospice (“HOS”): 2%
- Home Health Agency (“HH”): 20%

Source: EBE Outcomes Review, 2016, All Payers
Continuity of Care

- Stark and anti-kick back regulations
  - volume based delivery system
  - Limits continuity of care
- Prior authorization
  - Slows down transitions of care
Inpatient Rehabilitation Facility

IRF(s)
Figure 10-1: Geographic distribution of IRFs, 2011

Legend:
- 10 or more
- 6 to 9
- 4 to 5
- 2 to 3
- 1

Number of IRFs by county.
Inpatient Rehabilitation Facilities

• Physicians – rehab specialists
• Patients - 60% specific rehab diagnosis
• Tolerate 15 hrs therapy/wk

• Prospect – significant improvement
Challenge

- Prior authorization – delays transitions

- What happens in the hospital
  - 85% time spend in bed
  - Decondition pt over time
Solution

- Six Click Program – PT assessment
  - No prior authorization – direct to IRF
  - Shorter hospital Stay
  - Shorter IRF Stay
  - Quicker return – normal activity
Skilled Nursing Facility

• Patients
  - Complex medication schedules
  - Would care
  - Rehabilitation – 45 min/wk

• Physicians
  - primary care clinician

• Regulations
  - 3 day rule – CMS reimbursement
  - ? Direct Admission
SNF Connected Care

Readmission Rate

22%

15%

Top 50 SNF Non Connected Care SNF

SNF Connected Care Patients
How House Calls Can Cut Medical Costs

For infirm older patients, Medicare finds that personal visits can keep people out of the hospital.

Cleveland Clinic physician William Zafiriou makes a periodic call on Al Teisler, who went home from a rehab facility early this year.

PHOTO: DON GERDA/CLEVELAND CLINIC
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<tr>
<th>Category</th>
<th>Yr1</th>
<th>Yr2</th>
<th>Yr3</th>
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Long Term Acute Care Hospital

(LTACH, LTAC, LTC)
Long-term care hospitals are not distributed evenly across the nation, 2011
Long Term Acute Care Hospitals

- Medicare Certified – 477 facilities
- Regulations
  - LOS > 25 days
  - 25% rule
- Payment
  - 3 day ICU stay
  - Or 96 hrs ventilation in LTACH
Challenge

- Prior authorization – delays transitions
- 25% rule
  - Dilutes expertise & continuity
- LOS > 25 day rule
  - Inhibits transfer – less costly setting