

M Health Fairview Neuroscience Service Line

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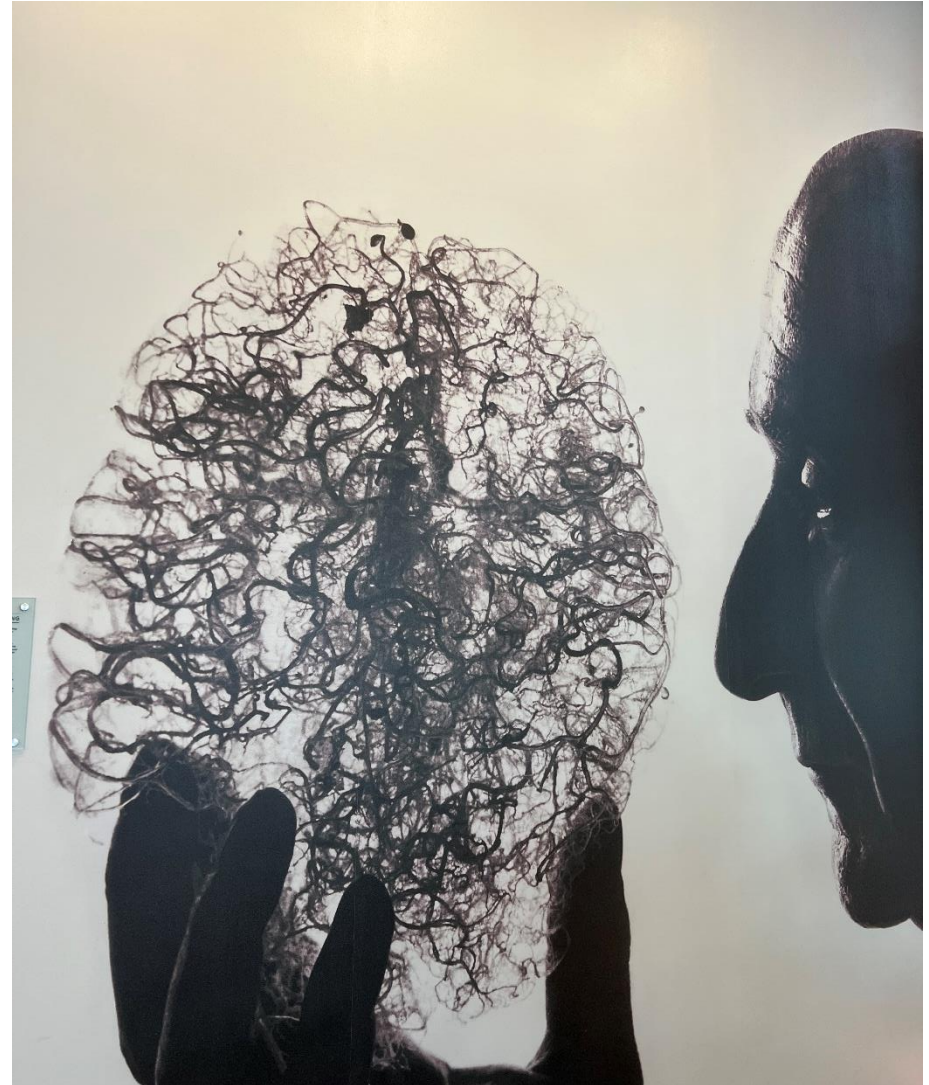
Nothing to Disclose

Outline

Introduction to M Health FV SL
structure

How departments interact with SL

How we measure performance



M Health Fairview

An Introduction

M Health Fairview

A joint clinical enterprise between University of Minnesota, University of Minnesota Physicians and Fairview Health system

Around 2700 providers

9 Specialty Service Lines

9 acute hospitals

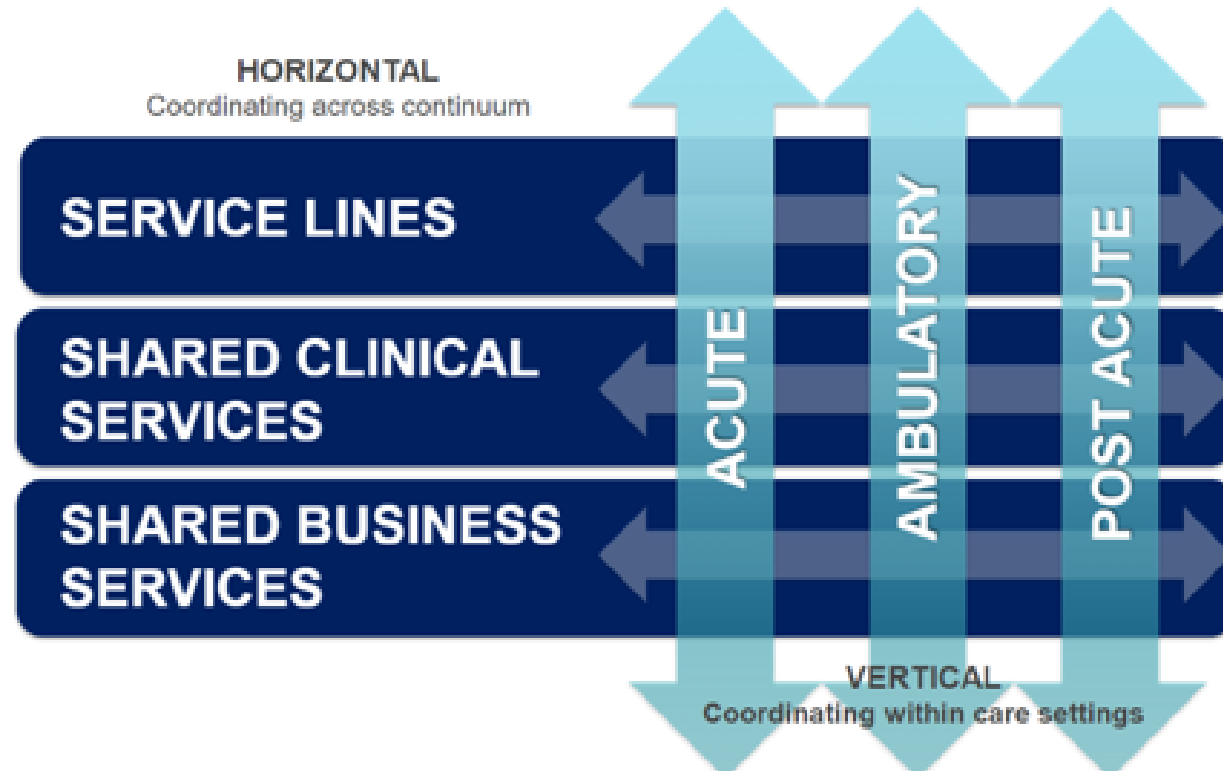
1 post acute rehab center

130 outpatient clinics



M Health Fairview Matrix

Seamless Integration is Where the
Horizontals and Verticals Come Together



Service Lines

- Cancer Care
- Cardiovascular
- Medical Subspecialties
- Mental Health
- Musculoskeletal
- **Neuroscience**
- Solid Organ Transplant
- Surgical Subspecialties
- Women and Children's

Who isn't included in Service Lines

- Acute Care
 - Hospitalists
 - Intensivists (neurocritical care exception)
 - Emergency Medicine Physicians
- Shared Clinical Services
 - Acute Rehab Physiatrists
 - Pathologists
 - Radiologists

Neuroscience Service Line

- Neurology (peds and adult)
- Neurosurgery (peds and adult)
- Orthopedic spine surgery
- ENT skull base surgeries
- Outpatient PM&R Clinics (peds and adults)
- Medical Spine
- Pain
- Not just Academic physicians
- FHMG-Fairview Health Medical group (community employees)
- FPA-Fairview Physicians Associates Network (independents)

M Health Fairview

Core Operations Management Team

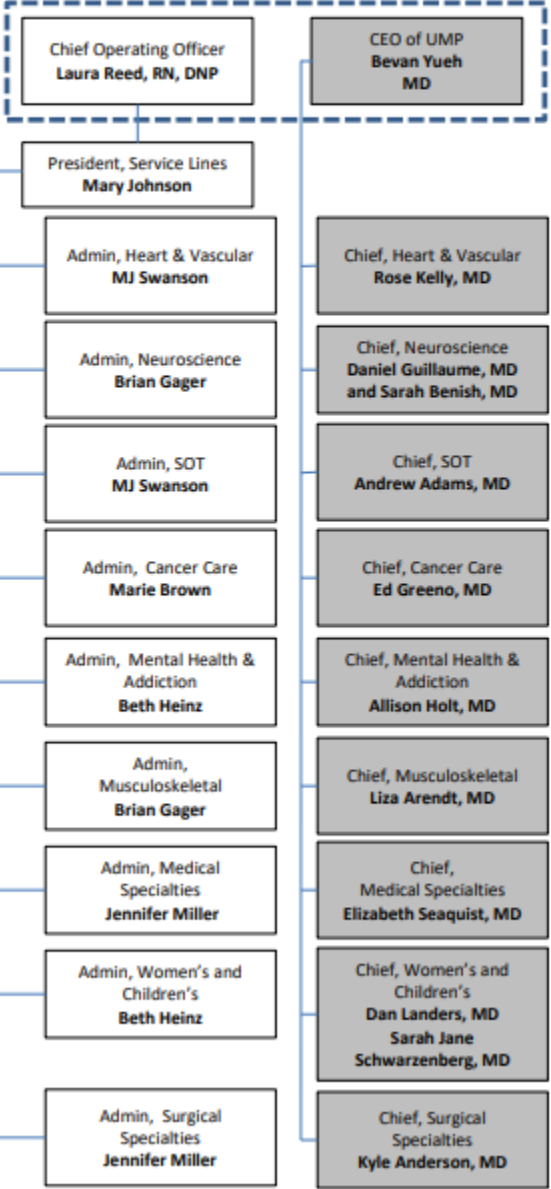
Updated 06/07/2021

Dean Jakub Tolar, MD	CEO James Hereford
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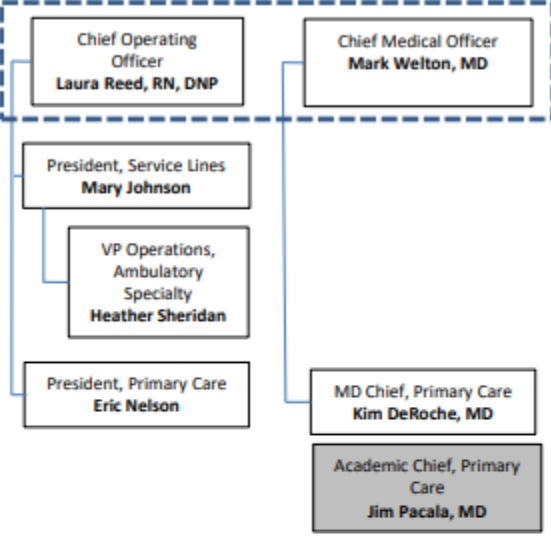
= Academic MD Leader

= Community MD Leader

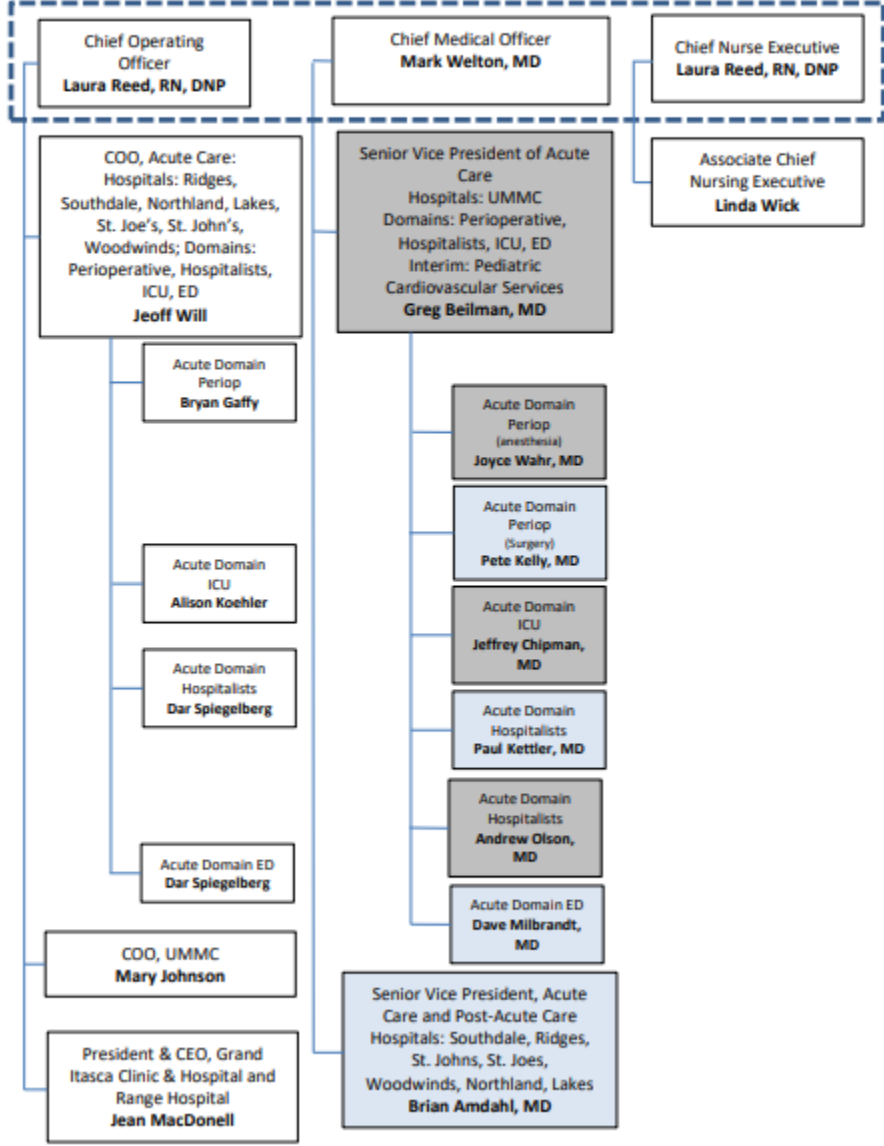
Service Line Leadership



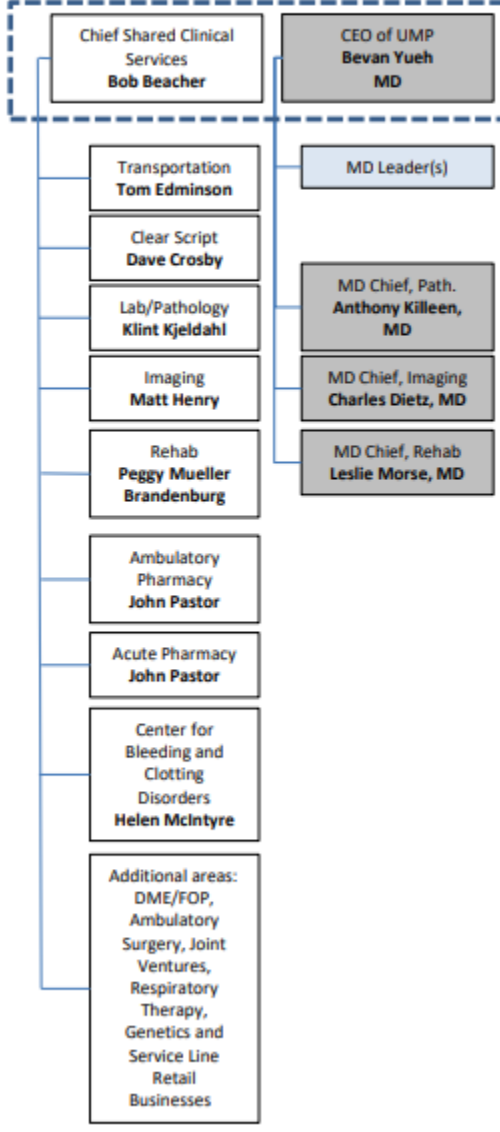
Ambulatory Operations



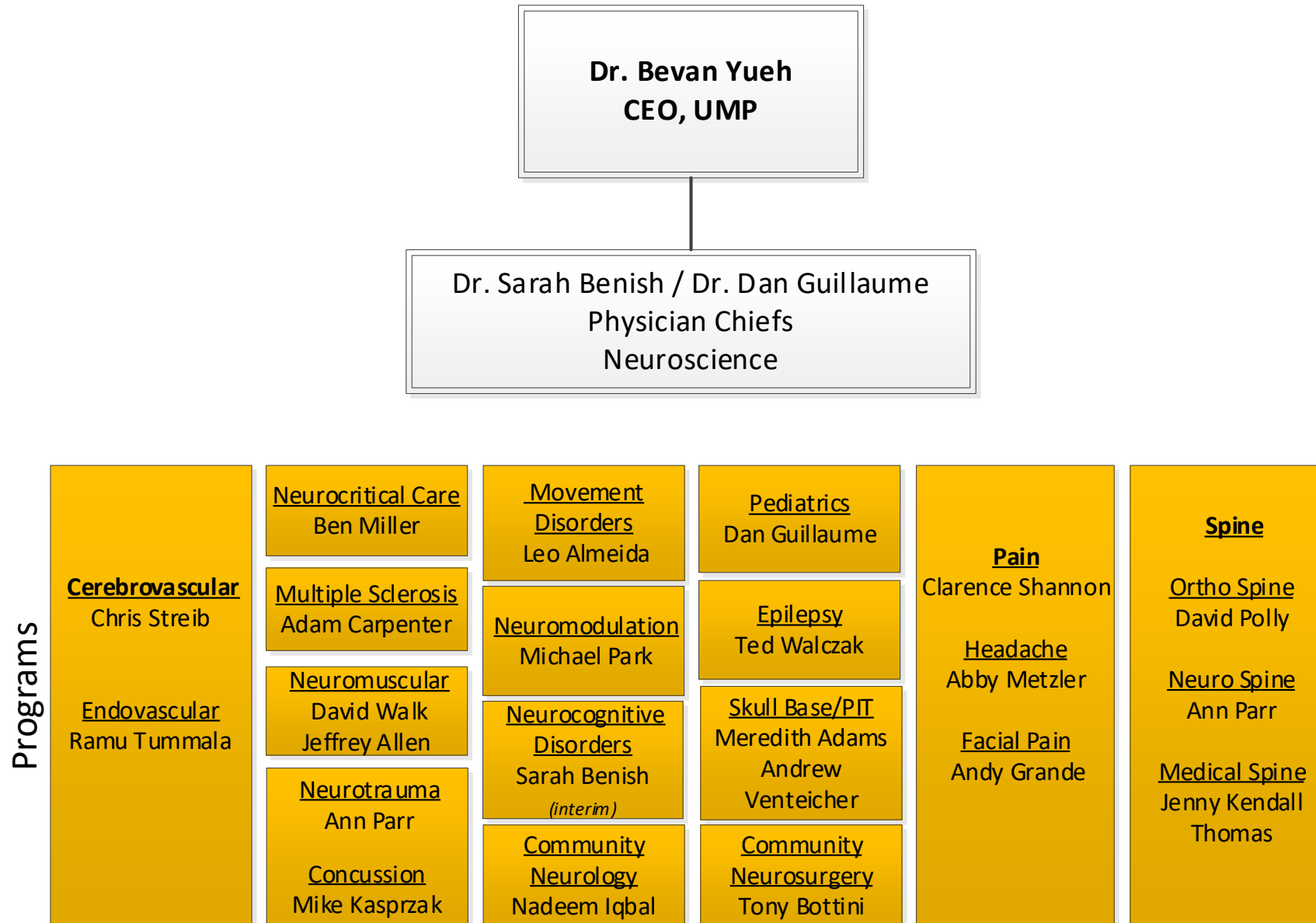
Acute Operations



Shared Clinical Services



Neuroscience Service Line – Physician Leadership Structure



Neuroscience Steering Committee

- Quarterly meetings
- Chaired by an academic lead (Neurology Chair Jerry Vitek, MD)
- All Chairs with clinical role in SL, FV CMO, UMP CEO, FV COO, Chief SL executive, COO Acute Care, Pharmacy, Rehab, Radiology, Primary Care, Domains (hospitalist/intensivist/ED doc)
- Review financials and performance
- Strategic Planning
- Final approval of all growth strategies

Chiefs vs Chairs

- No department chair can hold SL chief role
- Chiefs frequently are Vice Chair Clinic affairs or equivalent role
- Chief reports to CEO for admin role, dept chair for employment home
- Chair-first right of refusal for all hires
- Chief determine clinical practice location, operational support, call needs, cFTEs needed to do work, APP ratios
- Chairs determine who is hired
- Relationship is supposed to collaborative-frequent communication is necessary

Additional Touchbases

- Monthly-bimonthly meeting SL leadership with departments
- Monthly meetings with SL medical directors/program leads
- Visit with each division in department 1-2 times a year
- Town halls for all SL line members and affiliated partners quarterly
- Daily huddle system on clinical operations M-F
- Weekly operations meetings with SL directors

Neuroscience Service Line Presence

- 106 cFTE employed within NSSL
- 145 distinct NPIs
- UMN Neurology Dept – 26.10 clinical FTEs/47 distinct NPIs
 - 24% cFTE and 32% of distinct NPIs
 - Just under 24% of wRVUs (January-August)
- Neurology APPs (Nurse Practitioners and Physician Assistants) 9.80 cFTEs 10 distinct NPIs
- Total Neurology footprint 33% of cFTEs and 39% distinct NPIs

NSSL Snapshot

Internal Volumes

- **2021 Clinic Visits:** 105,221
- **2021 Total IP Cases (HCUP):** 6,250
- **2021 Total OP Surgeries (HCUP Defn):** 1,946 (-6.5% over 2019)

12-County Inpatient Market Share

- **2021 Volume Share:** 23.3%
- **2021 Financial Share:** 23.8%
- **Market Position:** 2nd

12-County Outpatient Market Share

- **2021 Volume Share:** 16.6%
- **2021 Financial Share:** 20.5%
- **Market Position:** 2nd
- **Trend:** OP grew 1% 2020-2021.

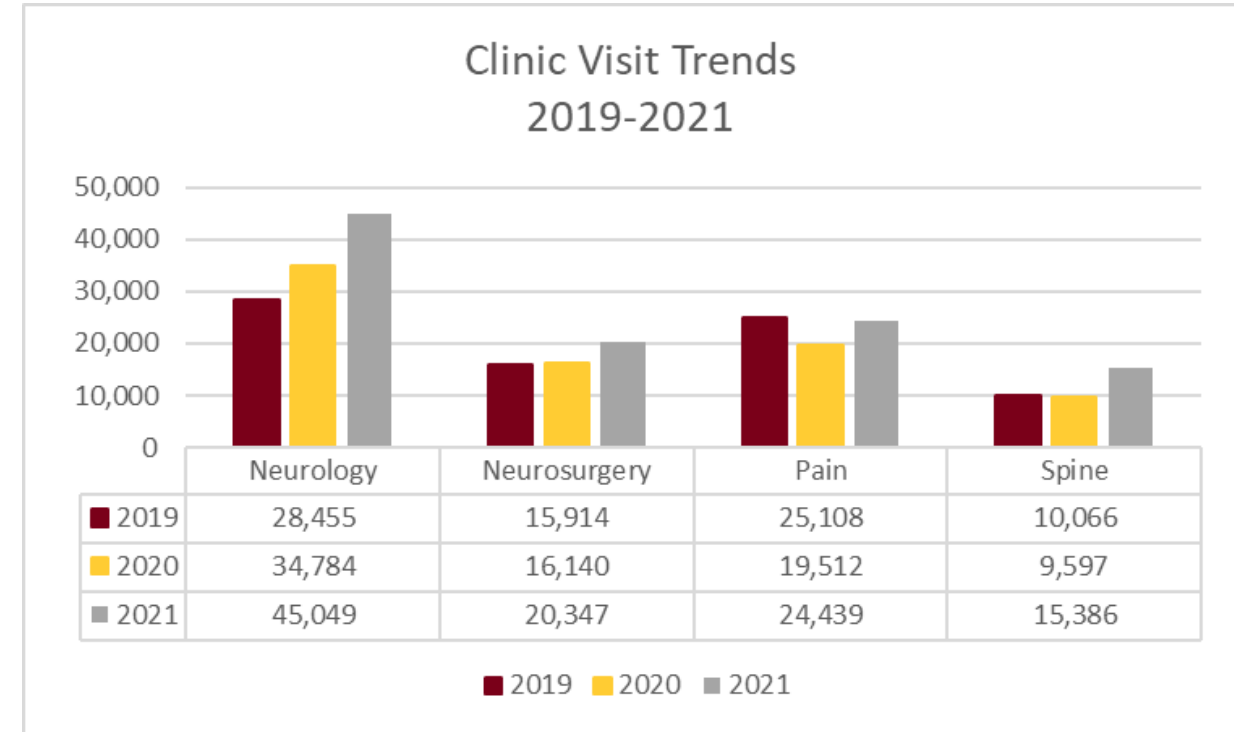
Market Growth

- **IP 5-Yr CAGR:** 1.1%
- **OP 5-Yr CAGR:** 2.2%
- **Trend:** The highest IP growth is projected to be in Neurosurgery, while the highest OP growth is projected to be in Spinal Fusion.

MHF Clinic Volumes

- Neurology and Neurosurgery experienced growth in both 2020 and 2021

	2019	2020	2021	'19-'21 % Change
Neurology	28,455	34,784	45,049	58.3%
Neurosurgery	15,914	16,140	20,347	27.9%
Pain	25,108	19,512	24,439	-2.7%
Spine	10,066	9,597	15,386	52.9%
Total NSSL	79,543	80,033	105,221	32.3%



Department of Neurology by the Numbers* January-August

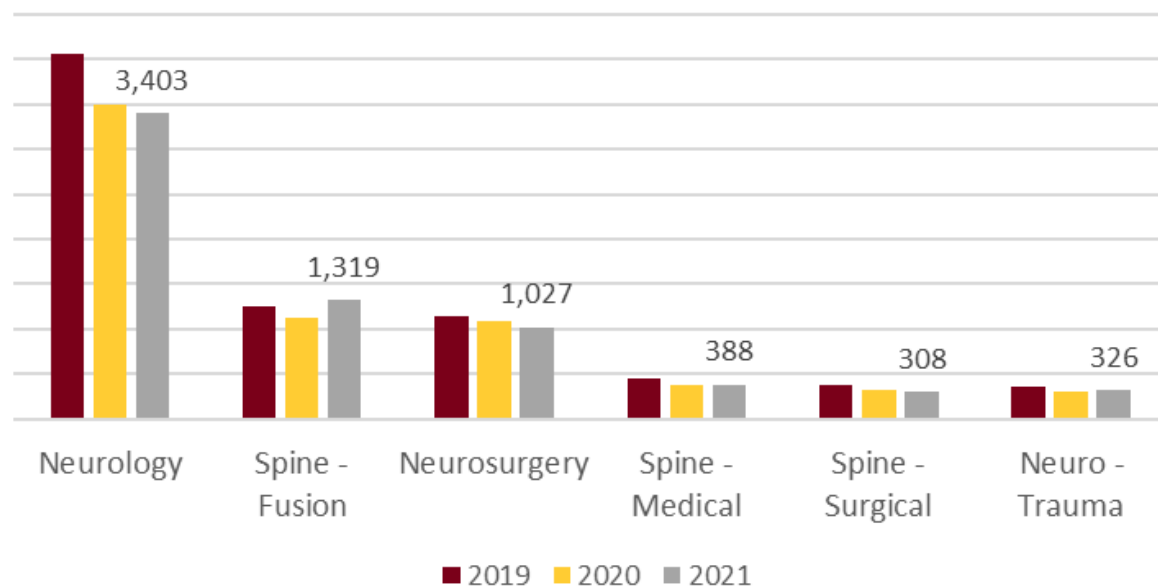
- Outpatient visits YTD: 42,286
 - New to department specialty: 10,613
 - Video Visits (19% of outpatient visits):
 - New 1484
 - Return 6461
 - Telephone-1264
 - EMG 1869
 - EEG 932 (outpatient)

* Slicer Dicer # may be missing some departments, FHMG neurologist in Edina included in #s

IP Volumes by DRG

- By DRG, IP volumes declined 11% since 2019
- The largest areas seeing a decline were Neurology and Surgical Spine

NSSL IP Volumes by DRG



IP Neurosciences Discharges by DRG

	2019	2020	2021	'19-'21 % Change
Neurology	4,053	3,488	3,403	-16.0%
Neuro - Stroke and TIA	1,726	1,507	1,491	-13.6%
Neuro - Other Neurology	874	808	817	-6.5%
Neuro - Seizure/Epilepsy	700	525	484	-30.9%
Neuro - Degenerative Disorders	531	449	427	-19.6%
Neuro - Nervous System Infection	165	140	135	-18.2%
Neuro - Multiple Sclerosis	57	59	49	-14.0%
Spine - Fusion	1,256	1,128	1,319	5.0%
Spine Fusion - Combined Ant/Post Spinal	664	608	719	8.3%
Spine Fusion - Other	381	312	366	-3.9%
Spine Fusion - Cervical	211	208	234	10.9%
Neurosurgery	1,139	1,086	1,027	-9.8%
Neurosurg - Brain	987	955	937	-5.1%
Neurosurg - Peripheral and Cranial Diseases	149	131	90	-39.6%
Spine - Medical	456	383	388	-14.9%
Spine Medical - Back Problems	442	370	374	-15.4%
Spine Medical - Disorders & Injuries	14	13	14	0.0%
Spine - Surgical	380	329	308	-18.9%
Spine Surgical - Other	380	329	308	-18.9%
Neuro - Trauma	358	310	326	-8.9%
Neuro Trauma - Head Injuries	358	310	326	-8.9%
Grand Total	7,642	6,724	6,771	-11.4%

Neurology Inpatient Role

- Days of hospital service covered: 1825 days/year
- Teaching Services with Residents: 1095 days/year
- Other service days have fellows
- Neurology DRGs account for 50% of hospital IP discharges in 2021
- Cerebrovascular disease accounts for 36% of all hospital IP discharges (per HCUP data) within SL

M Health Fairview Stroke Program



Southdale, Edina, CSC 900/year



Range, Hibbing, ASRH, 100/year



GICH, Grand Rapids, ASRH, 100/year



Lakes, Wyoming, ASRH, 150/year



Northland, Princeton, ASRH, 100/year



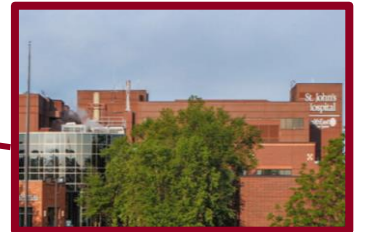
UMMC, Minneapolis, CSC 500/year



Ridges, Burnsville, ASRH, 400/year



WW, Woodbury, ASRH, 150/year



St Johns, Maplewood, PSC 475/year



Hospital Services

Hub and Spoke Model

UMMC East Bank*	UMMC West Bank	Southdale	St Johns
Neurocritical Care Stroke General Neurology Epilepsy Service Consults EEG EMG	Pediatric Neurology General Neurology Consults EEG	Stroke Service EEG	Stroke-telestroke General Neurology service 10 weeks/yr

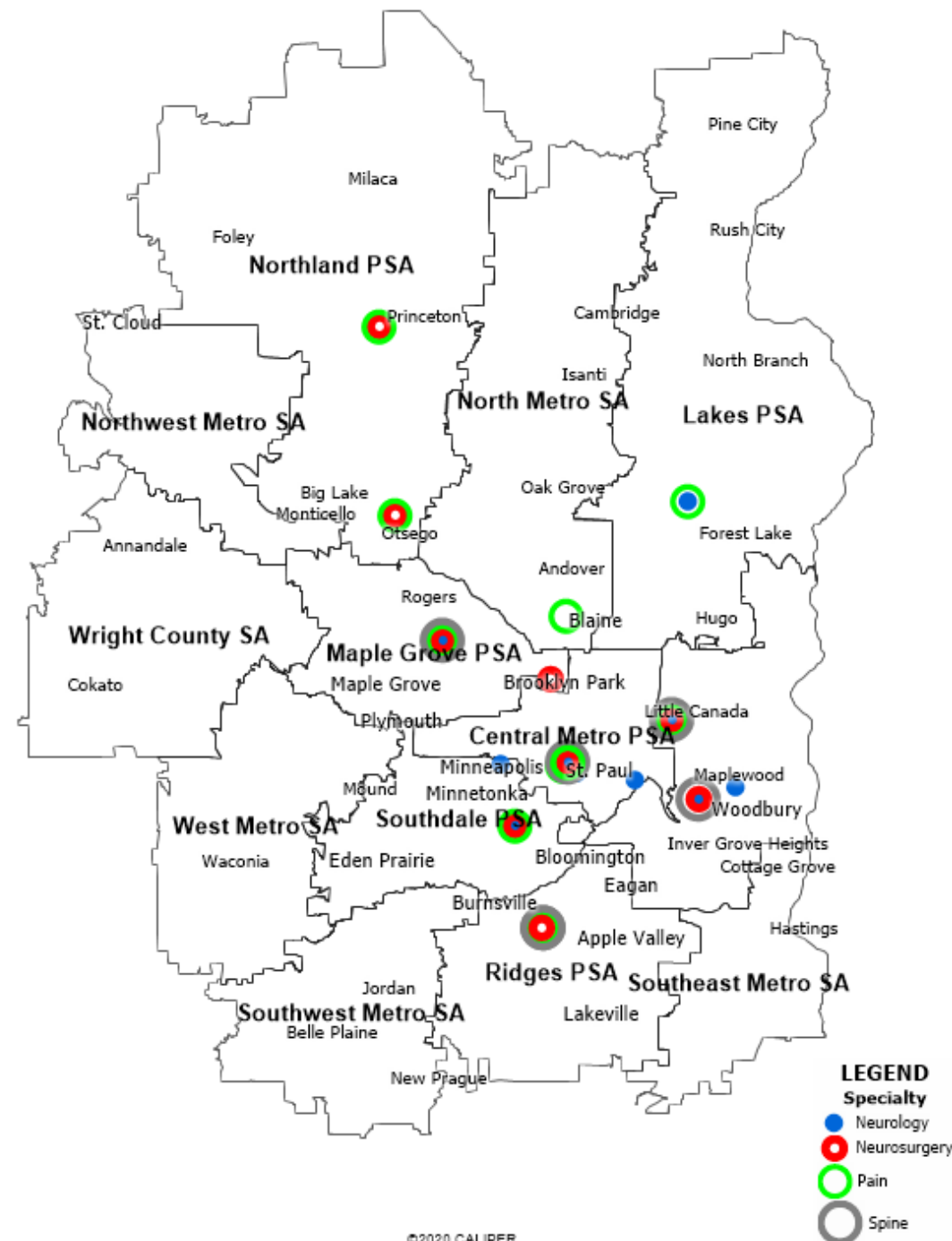
*Only site with primary admitting services



MHF Locations

Neurosciences Service Line

Location	City	Neurology	Neurosurg	Pain	Spine
Blaine	Blaine			X	
CSC	Minneapolis	X	X	X	X
Southdale Hospital	Edina	X	X	X	X
Elk River	Elk River		X	X	
Fridley	Fridley		X		X
Grand Itasca Clinic And Hospital	Grand Rapids	X			
Lakes Medical Center	Wyoming	X		X	
Maple Grove	Maple Grove	X	X	X	X
Masonic Institute For The Developing Brain	Minneapolis	X			
Mincep Epilepsy Care	St. Louis Park	X			
Northland Medical Center	Princeton		X	X	
Orthopedic Clinic Burnsville	Burnsville				X
Pediatric Specialty Clinic Woodbury	Woodbury	X			
Ridges Hospital	Burnsville		X	X	X
St. John's Hospital	Maplewood	X	X	X	X
St Josephs Hospital	St. Paul	X			
UMMC	Minneapolis	X	X	X	
Woodwinds	Woodbury	X	X		X



Outpatient UMP Neurology Clinics

Current State 2022

Minneapolis	Maple Grove	Edina*	Woodbury*
General Neurology Epilepsy Headache Movement Multiple Sclerosis Neuromuscular Resident Clinics Stroke EEG EMG Pediatric	General Neurology Epilepsy Movement Multiple Sclerosis Neuromuscular Pediatric Neurology EMG	General Neurology Headache Neuromuscular Resident Clinics Stroke EMG	General Neurology Movement Multiple Sclerosis Neuromuscular Pediatric Neurology EMG

* Fairview operations running-new since service line launched



Concierge Referral and Workqueue Trends

Referral Order Specific Questions

Referral Order	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Total
<input type="checkbox"/> ADULT NEUROLOGY CONCIERGE REFERRAL	1,301	1,547	1,477	1,825	1,747	1,938	2,022	1,808	1,912	1,841	636	18,054
<input type="checkbox"/> Additional Information	447	545	562	683	640	710	756	762	791	760	271	6,927
<input type="checkbox"/> My Clinical Question Is	107	133	127	174	133	176	198	149	187	159	66	1,609
<input type="checkbox"/> Order to be scheduled by Transplant Complex Scheduler?	11	4	8	13	11	14	9	9	13	10	7	109
<input type="checkbox"/> Patient to be seen by	10	4	7	13	11	14	9	9	11	10	7	105
<input type="checkbox"/> Reason for exam					1		1	2				4
<input type="checkbox"/> Reason for Referral	1,300	1,547	1,476	1,825	1,746	1,938	2,022	1,807	1,912	1,841	636	18,050
Epilepsy/Seizures	83	110	84	109	95	139	147	133	114	121	52	1,187
General Neurology	648	768	667	811	859	909	831	776	841	782	247	8,139
Headache/Migraine	206	215	271	313	303	293	318	308	330	335	116	3,008
Memory Care	51	61	78	111	85	89	125	101	78	109	33	921
Movement Disorders/Tremor	62	83	77	112	91	113	122	104	107	99	42	1,012
Multiple Sclerosis/Demyelination	23	38	31	37	34	46	53	41	43	34	9	389
Neuromuscular	54	62	67	80	68	85	116	104	103	105	42	886
Other	107	133	127	174	133	176	198	149	187	159	66	1,609
Stroke	66	77	74	78	78	88	112	91	109	97	29	899
<input type="checkbox"/> Scheduling Instructions	1,289	1,535	1,462	1,805	1,736	1,909	1,989	1,786	1,892	1,828	629	17,860
<input type="checkbox"/> Scheduling Visit Type	10	4	7	13	11	14	9	9	11	10	7	105
Total	1,301	1,547	1,477	1,825	1,747	1,938	2,022	1,808	1,912	1,841	636	18,054

How?

Performance Metrics

Organization Performance Dimensions

- Quality and Safety
- Patient Experience
- People Engagement
- Efficiency
- Research and Education

Quality and Safety

- Observed to Expected Mortality Rates

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year End Target
Neurology Monthly Target	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.9	0.90	0.90	
Neurology Monthly Actual	0.95	1.19	0.77	0.76	0.89	0.62	0.40						
Neurology YTD Target	1.20	1.16	1.12	1.08	1.04	1.00	0.99	0.97	0.95	0.93	0.91	0.90	0.90
Neurology YTD Actual	0.95	1.05	0.91	0.89	0.89	0.84	0.81						

- Medication Reconciliation after discharge

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year End Target
Monthly Target	15	15	15	15	15	20%	30%	40%	50%	60%	70%	70%	
Monthly Actual	20.00%	14.80%	18.08%	19.58%	19.39	22.04	21.1	24.29					
YTD Target	15.0%	15	15	15	15	20%	30%	40%	50%	60%	70%	70%	39%
YTD Actual	15.5%	15.67%	17.62%	18.29%	18.37	18.98	19.28						

People Engagement

- 1st Year Employee Turnover

<i>2022</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>	<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Year End Target</i>
Monthly Target	0.0%	0.0%	0.0%	0.0%	3.8%	3.8%	3.8%	3.8%	0.0%	3.8%	0.0%	0.0%	
Monthly Actual	0.0%	0.0%	3.4%	10.3%	0.0%	3.2%	7.4%	4.2%	12.5%				
YTD Target	18.8%	18.8%	18.8%	18.8%	18.8%	18.8%	18.8%	18.8%	18.8%	18.8%	18.8%	18.8%	18.8%
YTD Actual	16.7%	15.1%	18.5%	30.8%	29.4%	31.8%	34.6%	35.0%	42.2%				

Patient Experience*

- NRC survey (replaced CG CAHPS)
- Goal is Likelihood to recommend clinic

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year End Target
Monthly Target	78.2%	78.5%	78.8%	79.1%	79.4%	79.7%	80.0%	80.3%	80.6%	80.9%	81.2%	81.5%	
Monthly Actual	81.80%	82.40	81.90	80.60	78.00	79.00	80.80	82.30	79.50	82.50			
YTD Target	78.20	78.40	78.50	78.70	78.80	79.00	79.10	79.30	79.40	79.60	79.70	79.90	79.90
YTD Actual	81.80%	82.10	82.00	81.60	80.80	80.60	80.60	80.80	80.60	80.70			

* Customer Experience

Research and Education

- Research
- Number of Clinical Trial Enrollees
- Education
- Learner Satisfaction Survey

Efficiency

- NOI = Net Operating Income
- Strategic Growth Goals
 - High impact programs, extra resources, higher growth targets
- Overall Productivity Metric
 - wRVU to goal

Performance

- wRVU performance

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year End Target
Monthly Target	39,672	35,926	39,086	37,983	38,896	37,632	38,109	38,102	36,275				
Monthly Actual	35,848	34,458	41,231	36,503	37,293	41,074	38,473	40,611	40,774				
YTD Target	39,672	75,598	114,684	152,667	191,563	229,195	267,304	305,406	341,681				
YTD Actual	35,848	70,306	111,537	148,040	185,333	226,407	264,880	305,491	346,265				

- Strategic growth plans

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year End Target
Monthly Target	308,661	310,535	419,813	447,626	457,774	489,139	496,279	501,963	505,427	505,692	505,692	521,438	
Monthly Actual	197,408	164,536	288,783	555,228	540,873	606,422	684,375	748,494					
YTD Target	308,661	619,196	1,039,009	1,486,635	1,944,409	2,433,548	2,929,827	3,431,790	3,937,217	4,442,909	4,948,601	5,470,039	5,470,039
YTD Actual	197,408	361,944	650,727	1,205,955	1,746,828	2,353,250	3,037,625	3,786,119					
Plan Variance	(111,253)	(257,252)	(388,282)	(280,680)	(197,581)	(80,298)	107,798	354,329					

Target wRVU

- Defined specialties within neurology with different benchmarks
 - General Neurology (HA, MS, Movement, Neuro-behavioral)
 - Epilepsy
 - Neuromuscular
 - Stroke
 - Neurocritical care
 - Pediatric Neurology
- Looks at 3 different benchmarks
 - Sullivan Cotter
 - MGMA
 - AMGA
- Blends 1/3 national, 1/3 regional 1/3 local
- Determines 50th percentile performance (median)
- Determines 50th percentile pay which then calculates to a \$ per RVU calculation

Productivity vs cFTE

- All new physicians and APPs have 2 year ramp up where compensation is guaranteed and position considered cFTE
- Department guaranteed \$ for cFTE positions
- cFTE-hours worked
 - 46 weeks a year x 36 patient facing hours = 1656 hours/year
 - Hospitalists 1840 hours days, 1464 hours nights
- Some positions continue in cFTE compensation
 - Neurohospitalists - Neurointensivists – Stroke*
 - Neuromuscular
 - Pediatric neurologists and neurosurgeons
 - Pain/Med Spine

Final Thoughts

Neurology is strong!

- Neurology department is performing high quality quaternary clinical work
- The demand for our services is strong and growing throughout health system
- We may not have the high contribution margin services or the physicians producing 20k RVUs/year but as a whole we are a large component of health systems
- Aging population will only add to demand
- Often bottleneck for more valuable services.
- Key is to understand strengths, how health systems view your performance and speak the language when asking for resources

Challenges

- Learn to talk to administrators: A lot of what neurologists see as valuable are “pass through costs” to hospital systems
- Small specialty leads to highly variable benchmarks and subspecialty benchmarking can be problematic
- Best role of nurse practitioners/physician assistants still needs to be clarified
- Departments and SL need to have similar visions for relationship to grow

Questions?

