

Project Title

Complex Care Coordination

Project Lead and Members

Project lead:

- Adj A/Prof Thong Yu Hor Bernard, Clinical Lead, Divisional Chairman, Medicine

Project members:

- Adj Asst Prof Mark Chan Peng Chew, Divisional Chairman, Integrative & Community Care
- A/Prof Jackie Tan Yu-Ling, Head, Department of General Medicine
- A/Prof Abisheganaden John Arputhan, Head, Department of Respiratory & Critical Care Medicine
- Dr Quek Peng Lim Timothy, Head, Department of Endocrinology
- Adj A/Prof Daniel Chew Ek Kwang, Senior Consultant, Department of Endocrinology
- Adj Asst Prof Yeo See Cheng, Head, Department of Renal Medicine
- Adj Asst Prof Tan Huei Nuo, Head, Department of Geriatric Medicine
- Dr Teong Hui Hwang, Senior Consultant, Department of General Medicine
- Dr Troy Daniel Sullivan, Senior Consultant, Department of Medical Oncology
- Dr Hoi Wai Han, Senior Consultant, Department of Endocrinology
- Adj Asst Prof Lim Wei-Yen, Senior Consultant, Office of Clinical Epidemiology, Analytic & kNowledge (OCEAN – DCE)
- Dr Weng Wanting, Consultant, Department of Renal Medicine
- Dr Lim Su Ping Brenda, Consultant, Department of Endocrinology
- Ms Kucy Ping Ng, Director, Department of Operations (DICC)
- Dr Lee Hwee Ching, Director, Department of Operations (Medicine)
- Ms Ho Lee Lin, Director, Department of Financial Accounting/Planning
- Dr Siddhartha Sanyal, Deputy Director, Outpatient Management Unit
- Ms Karen Gomathy D/O Rajoo, Deputy Director of Nursing, Outpatient Management Unit

- Dr Leo Kee Hao, Deputy Director, Office of Clinical Epidemiology, Analytic & kKnowledge (OCEAN – MID)
- Ms Tan Keng Teng, Principal Pharmacist (Specialist), Division of Pharmacy
- Ms Irene Lye Chew Leng, Senior Nurse Manager, Operations (Medicine) – Clinic
- Ms Evelyn Tan Si Miao, Manager, Population Health Office
- Mr Kallam Hanimi Reddy, Senior Executive, Office of Clinical Epidemiology, Analytic & kKnowledge (OCEAN – MID)

Organisation(s) Involved

Tan Tock Seng Hospital

Healthcare Family Group(s) Involved in this Project

Medical, Allied Health, Administration and Ancillary

Applicable Specialty or Discipline

General Medicine, Respiratory & Critical Care Medicine, Rheumatology Allergy & Immunology, Endocrinology, Medical Oncology, Geriatric Medicine, Renal Medicine, Office of Clinical Epidemiology, Operations (Medicine), Operations (DICC), Financial Accounting & Planning, Population Health Office, Pharmacy, Outpatient Management Unit → Ops Med

Project Period

Start date: 01 Jan 2016

Completed date: On-going

Aims

To transform care provision from fragmented care to patient-centred care that is coordinated and aligned across multiple care providers for better patient outcomes.

Background

With our population rapidly ageing and developing chronic medical conditions, there is an imperative need to provide complex chronic disease management that is holistic and patient-centric. Patients with complex medical conditions typically have multiple outpatient appointments with different medical specialties. However, due to the complexity of the healthcare system, patients and Next-of-Kin (NOK) may find it challenging to navigate and interact with different clinicians for different medical conditions. This often results in confusion with their various care plans which prevents effective management of their chronic illnesses. Therefore, a Workgroup was formed with the intention to transform the care and coordination for these patients.

Methods

The project developed a robust regression model and algorithm workflow to score and predict clinical complexity that automated the identification of complex care patients and his/her best matched Primary Department and Primary Coordinating Doctor (PCD). The PCD would provide oversight of patient's care goals by active reconciliation of care plans among different healthcare providers such as nurses and pharmacists prior to and/or during outpatient reviews. Relevant information such as PCD and care plan is made available in patient's electronic medical record system that resulted in a more seamless, coordinated patient-centred care.

When a new complex care patient is identified and assigned to PCD, the PCD can work collaboratively with nurses and pharmacists to actively reconcile and coordinate care plans in the provision of quality care that is aligned with the patient's individual care goals. This has allowed trans-disciplinary co-learning and co-sharing of best practices for management for patients with complex chronic diseases, that is then integrated into daily clinical practice. With each PCD having comprehensive oversight of his/her complex care patient, effective care provision can be ensured through active care coordination among providers where necessary, while improving patients' experience.

Results

With PCDs' active reconciliation of medical care plans, there have been significant year-on-year reductions in Specialist Outpatient Clinic (SOC) visits. Complex Care patients have benefited from sustained and pronounced reductions in the number of actualised outpatient appointments (↓ 9 - 29%), and number of unique clinical departments/specialities (↓ 6 - 14%) for outpatient follow-up, with the most significant change occurring within the 1st Year post-enrolment.

Though the main focus of the workgroup is on outpatient care, positive results were also achieved at the Emergency Department (ED) setting. Sustained reductions were observed for both ED attendances (↓ 14 - 33%) and ED admissions (↓ 15 - 52%), with the most significant change similarly occurring within the 1st Year post-enrolment. This was attributed to better provision of outpatient care by PCDs in collaboration with the multidisciplinary care team(s), thereby preventing unnecessary ED attendances and admissions.

Lessons Learnt

One of the keys to the success of the project was the drive to continuously improve the processes so that project can stay relevant and appropriate in provision of safe and quality care. For instance, the project started with manual case reviews based on patients who had follow-up appointments with 5 or more clinical departments. This methodology only yielded 50% accuracy rate in identifying the Complex Care patient. This was not sustainable as the project aimed to reach out to more patients. Hence, to develop a more robust and sustainable process, the project team worked together with Office of Clinical Epidemiology, Analytics and kNowledge (OCEAN) to devise an evidence-based multivariate regression model to score and predict clinical complexity. This improved the accuracy of identification to 83%. The process and duration of PCD allocation was also reduced from 3 months to 1 month.

Another success factor was the constant engagement with multidisciplinary stakeholders, such as Clinical, Nursing and Pharmacy. The project team met up on a regular basis to create shared ownership and vision for complex care patients that

results in better patient outcomes. The workgroup is cognizant of the need to shift care beyond the hospital walls. The multidisciplinary team regularly explores avenues to ensure that complex care coordination is relevant, well-coordinated across different care settings, and aligned with patients' care goals.

Conclusion

In conclusion, the favourable SOC and ED outcomes directly contribute to improving Complex Care patients' appropriateness and quality of care received. To ensure the project remains relevant, the workgroup will continue to proactively engage clinical departments to co-create shared visions for sustained care coordination efforts.

Additional Information

NHG Team Recognition (Bronze) Award

Project Category

Care Continuum, Primary Care

Care & Process Redesign, Quality Improvement

Keywords

Process Improvement, Care Continuity, Care Coordination, Patient-Centred Care, Holistic Care, Integrated Care

Name and Email of Project Contact Person(s)

Name: Adj A/Prof Thong Yu Hor Bernard

Email: bernard_thong@ttsh.com.sg



BC5: Care Coordination, Primary Coordinating Doctor (PCD)



Adj A/Prof Bernard Thong, A/Prof John Abisheganaden, Adj A/Prof Daniel Chew, A/Prof Jackie Tan Yu-Ling, Dr Tan Huei Nuo, Adj, Adj Asst Prof Yeo See Cheng, Dr Hoi Wai Han, Dr Teong Hui Hwang, Dr Weng Wanting, Dr Troy Sullivan, Irene Lye, Tan Keng Teng, Ho Lee Lin, Kucy Ng, Ronnie Yang, Dr Siddhartha Sanyal, Constance Leng, Grace Thong, Evelyn Tan, Cheng Donghao, Chew Wei Chen, Adj. A/Prof Aylana Dharmawan, Dr Lim Wei-yen, Heng Yong Sheng, Kallam Hanimi Reddy

BACKGROUND & AIM

TTSH supports the largest and oldest population catchment in the Central Region and faces an increasing incidence of chronic diseases. Patients with complex medical conditions typically have multiple outpatient appointments with different medical specialties. Patients and their NOK may find it challenging to interact with different clinicians for different medical conditions and may get confused with various care plans, thereby affecting the effective management of their chronic illnesses.

Aligned with the TTSH2020 strategic plan for Better Care, the **Complex Care Coordination Workgroup** was established in 2016 with the intent to transform care provision from fragmented care that is managed at individual specialty-level to patient-centered care that is coordinated and aligned across all attending care providers for better care and outcomes. The workgroup seeks to review current outpatient care models with the aim of streamlining and optimising care for patients with complex care needs through new initiatives to coordinate and align care processes & goals among care providers.

PCD IN COMPLEX CARE COORDINATION

One key enabler of the complex care coordination initiative is the assignment of a **Primary Coordinating Doctor (PCD)** to each identified complex care patient. This PCD would provide oversight of care goals for each complex care patient assigned to them through active **medical care plan reconciliation** prior to and/or during their outpatient clinic reviews.

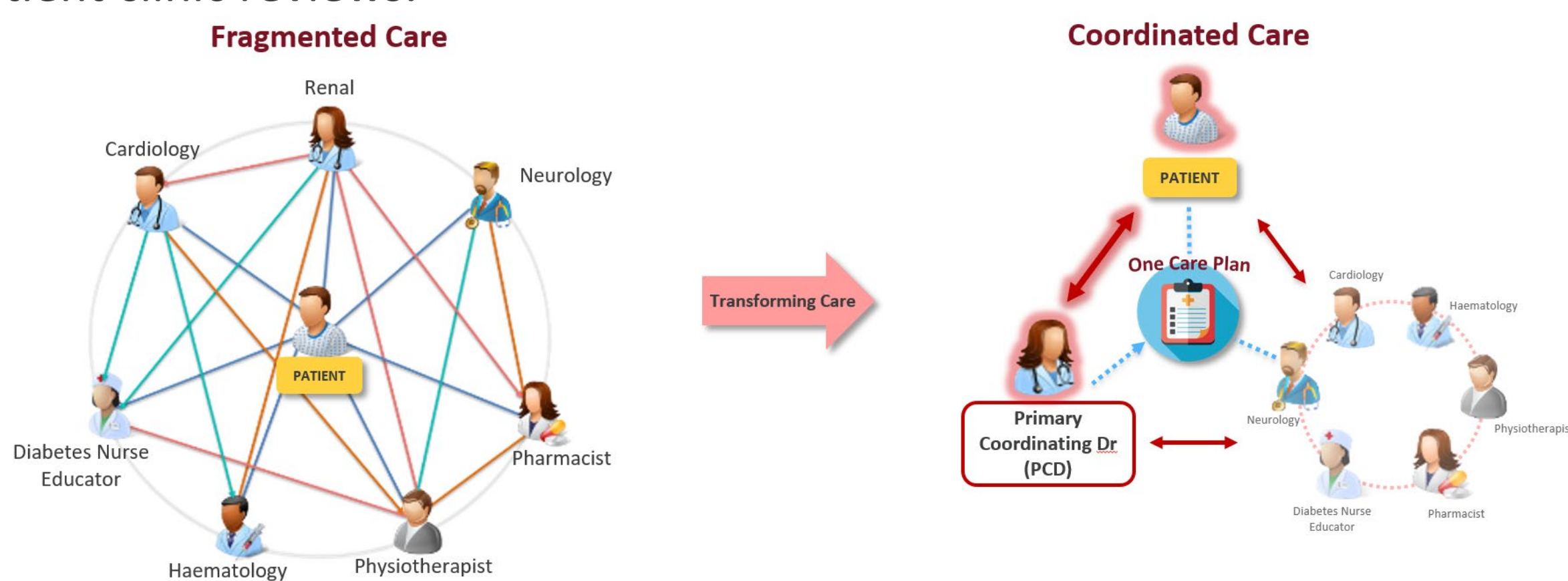


Figure 1: Coordinated care enabled by PCD and medical care plan reconciliation

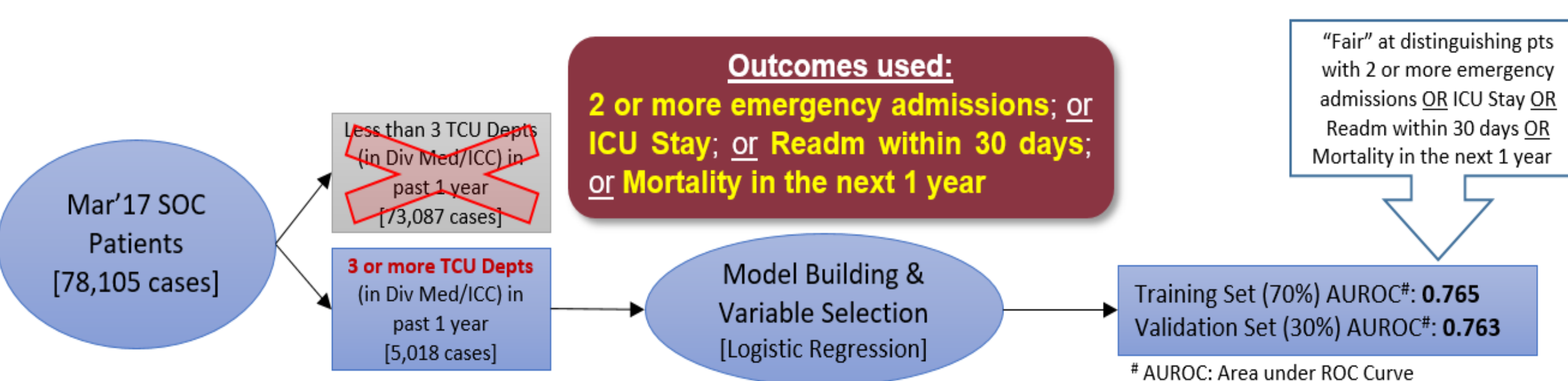
Along with inputs from other attending care providers, the PCD would put up a holistic care plan with documented care goals that are catered to individual patient's personal preferences and care needs in the electronic medical records system. This in turn serves as a reference for other care providers when managing care for patients, allowing better coordinated care that is aligned to each patient's individual care plan and care goals.

IDENTIFYING COMPLEX CARE PATIENTS

The workgroup initially employed the criteria of 5 or more TCU departments as a selection proxy for patients with complex care needs. As this administrative proxy method had 50% accuracy rate and still required manual case reviews¹ by doctors that were laborious and time-consuming, the workgroup recognised the need to devise a clinical rationale-based criteria set for more accurate identification of complex care patients.

¹ Based on initial clinical case review (Jun 2016) of 1559 patients with ≥5 TCU Departments, only 759 (48%) were deemed clinically complex.

To develop a robust and sustainable process, the workgroup worked together with the Office of Clinical Epidemiology, Analytics & Knowledge (OCEAN) to devise a new multivariate regression model that is able to score and predict clinical complexity. The model was statistically evaluated using available SOC patient data sets, and was validated by subsequent sample clinical case reviews of patients identified. In comparison with the initial administrative proxy selection method which involves laborious and time-consuming manual clinical case reviews, this regression model method negates the need for manual case review.



Selected Variable (for inputs)	Odds Ratio (95% CI)
Number of Inpatient Episodes with CCI Score >= 3 in past 1 year	1.31 (1.18, 1.45)*
Number of SOC appointments to Care & Counselling clinics in past 1 year	1.13 (1.03, 1.24)*
Number of visits to ED in past 1 year	1.09 (1.02, 1.17)*
Number of hospital admissions (emergency) in past 1 year	1.39 (1.26, 1.54)*
Number of SOC visits in past 1 year	1.02 (1.00, 1.03)*
Male	1.35 (1.13, 1.60)*
Age	1.03 (1.02, 1.04)*

* Statistically significant at 5% significance level

Figure 2: Multivariate Regression Model for scoring and prediction of clinically complex patients.

Complexity is defined using proxy outcomes in the next 1-year: (1) ≥2 emergency admissions; or (2) ICU stay; or (3) readmission within 30 days; or (4) mortality in next 1 year; higher score = higher probability of achieving outcomes. Patients with 3 or more TCU departments & with regression score above 0.3157 were generally assessed to be clinically complex (80 percentile of test population as confirmed via sample clinical case reviews). Model was statistically validated using Mar 2017 SOC patients data set and shown to be fair in distinguishing complex patients (AUROC of 0.763).

PCD ASSIGNMENT ALGORITHM WORKFLOW

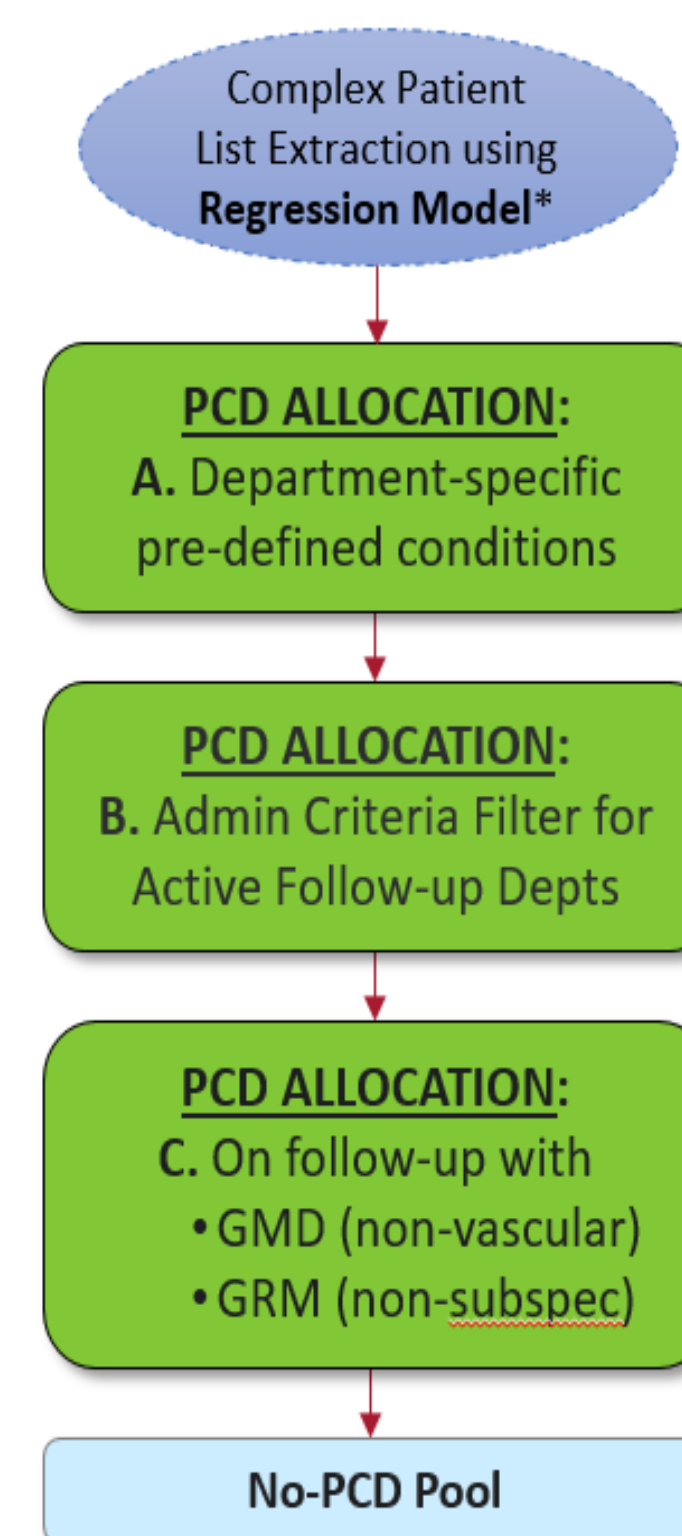


Figure 3: PCD Assignment Algorithm.

To circumvent the laborious manual case review required for assignment of each identified complex care patients to the appropriate primary coordinating department, the workgroup developed a PCD assignment algorithm workflow shown on the left.

The stepwise assignment algorithm is based on:

- patient's active medical conditions** i.e. patients who met any of the department-specific pre-defined conditions would directly be assigned to that department (e.g. heart failure patient to Cardiology Department)
- department(s) that patients have ongoing active and frequent follow-up with;** and
- assignment to **Geriatric and/or General Medicine department** should they have existing planned follow-up with any of these departments, and not assigned to any department in steps (A) and (B)

The last attending doctor from the primary coordinating department would then be the assigned PCD, unless advised otherwise by the clinical HOD.

	INITIAL	NEW
Patients Selection & PCD Assignment Methodology	No. of TCU Departments (≥5 depts) + Manual Case Reviews	Multivariate Regression Model + PCD Assignment Algorithm
Process Duration (Leading to PCD tagging)	Approx. 3 months ¹	Approx. 1 month

¹ Based on initial batch of clinical case reviews in Jun 2016 of extracted patients with 5 or more TCU departments
Figure 4: Comparison of Patients Selection & PCD Assignment Methodologies

Congruence testing using past case-review records as validation standards also shows that the new method is able to correctly identify 82% of case-reviewed-certified complex care cases and assigning them to the right primary coordinating department.

PROGRESS & INSIGHTS

Using the newly established method, the workgroup has begun a routine 6-monthly extraction and tagging of complex care patients to their PCDs with effect from Apr 2019. To-date, a total of 1,496 complex care patients were tagged to their assigned PCDs in the electronic medical system since start of this program.

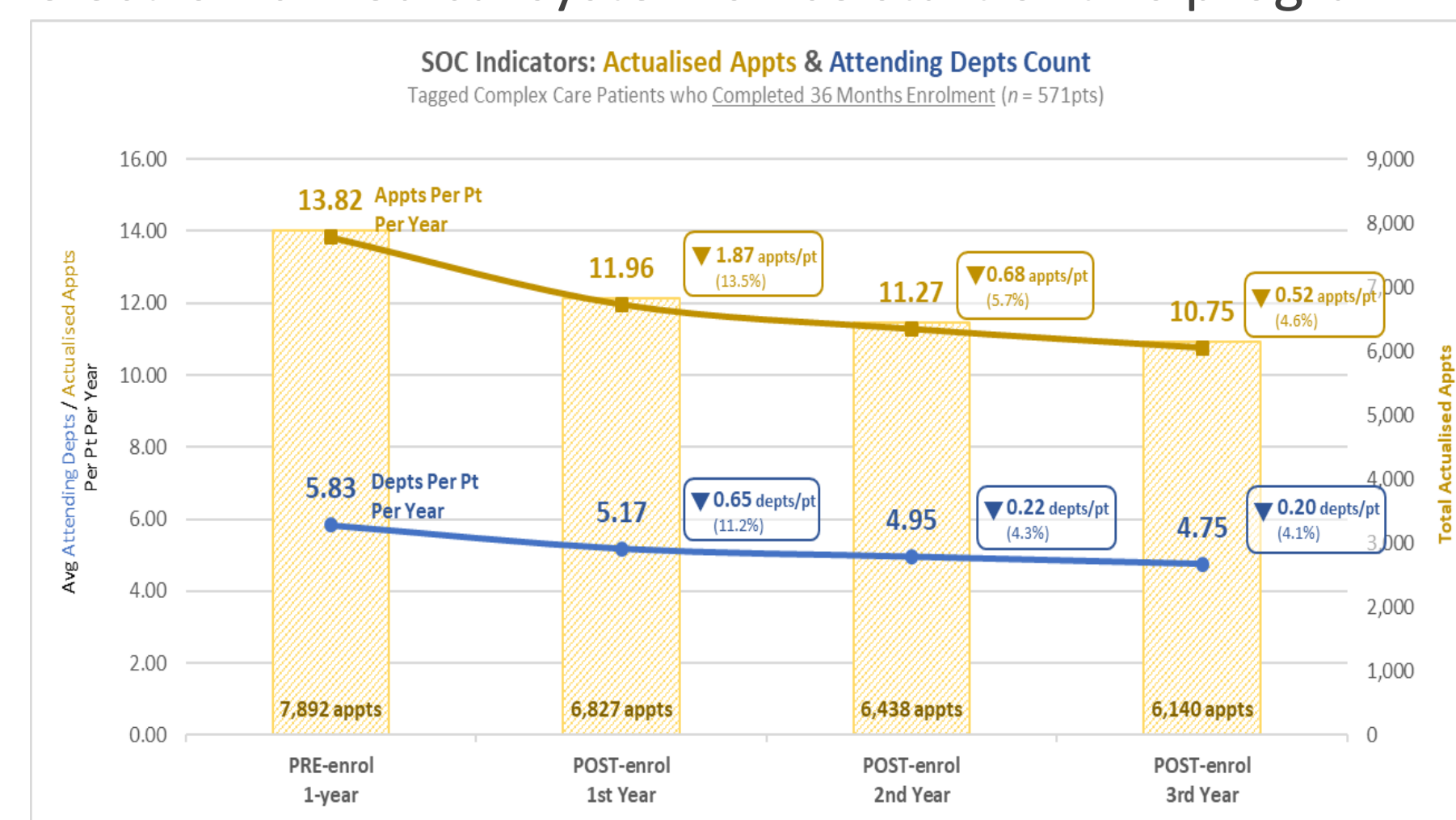


Figure 5: No. of SOC Actualised Appts & Attending Depts Count (Pre- vs Post-; Year-on-Year)

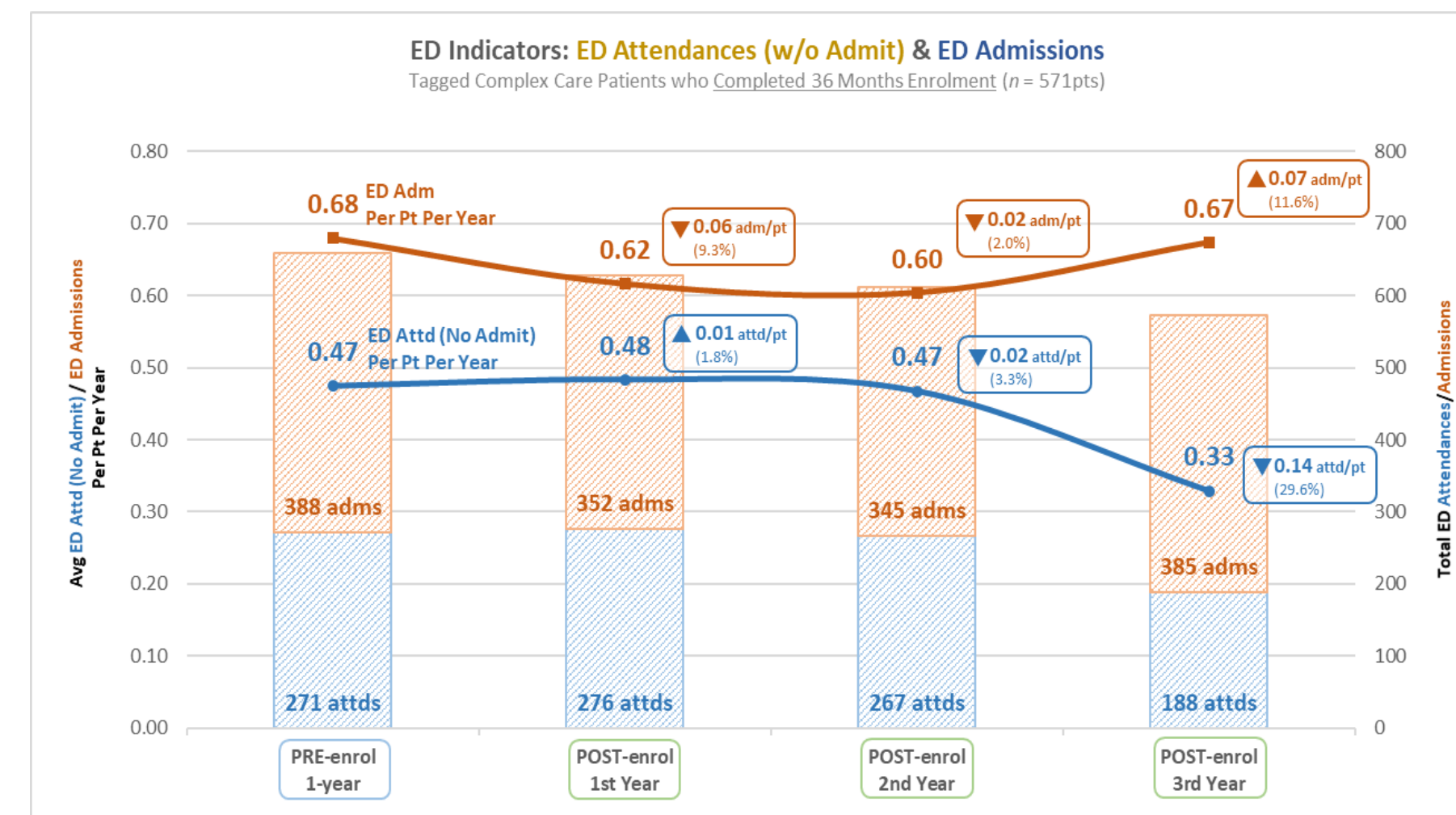


Figure 6: No. of ED Attendances (w/o Admit) & ED Admissions (Pre- vs Post-; Year-on-Year)

Outcome indicators are monitored and the following observations were made for patients with at least 3-year enrolment (571 complex care patients):

- Reduction in total SOC appt visits & no. of depts that each patient is seeing
- Reduction in total ED attendances (despite slight rebound of admission rate at post-enrolment Y3)

Anecdotally, these reductions might be attributed to care coordination initiatives which invoke the PCDs' & care providers' awareness to actively review and consolidate patient appointments.

With care better managed and coordinated at the outpatient setting, the reduction in overall ED attendances would have ensued, resulting in the dip as observed above.

NEXT STEPS

Moving forward, the workgroup will anchor on these established foundations to continue driving coordinated care initiatives across the hospital:

- Leveraging on interconnectivity on NGEMR in facilitating care coordination
- Continual engagement of clinical departments to generate more awareness and sustain the care coordination efforts post-NGEMR rollout
- Venturing pilot care collaboration with non-medical care providers to augment the care coordination efforts currently anchored by PCD (e.g. collaboration with Pharmacy on medication reconciliation for complex care patients with polypharmacy)
- Potentially synergising with other whole-of-hospital programs (e.g. other Outpatient-to-Community [O2C] initiatives) for providing a seamless care continuum for patients so that they are well managed at various care settings, where required and applicable
- Continual review of the current workflows/processes and outcome indicators for process improvement and devising potential outcome-driven intervention(s) for delivery of value-based care

Together, we can deliver Better Care to our patients!