



NORTH EAST MEDICAL SERVICES

東北醫療中心

a california *health+* center

Dr. Eddie Chan, PharmD
President and CEO

March 2018





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Who We Are



NEMS Mission



To provide **affordable, comprehensive, compassionate & quality** health care services in a **linguistically competent & culturally sensitive** manner to improve the health & well-being of our community.

Health Care From the Heart
細意關懷 與您共走健康之路

NEMS History



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- Started by a group of concerned Chinese-Americans in Chinatown in **1968**
- Need for community-based health care that addressed economic, social, cultural & linguistic barriers
- Part of a national movement to establish community health centers in underserved areas
- In 1971 NEMS received nearly \$1 million to establish a health center in San Francisco's Chinatown



NEMS Today



- Private, nonprofit **Federally Qualified Health Center (FQHC)** serving over **69,000** patients.
 - One of the largest health centers in the U.S. serving the Asian population.
- NCQA **PCMH Level 3** recognition
- **90+** providers with services in Primary Care, Ob/gyn, Dental, Optometry, Lab, Radiology, Pharmacy, Behavioral Health, Physical Therapy and Specialty Care.
- Reimbursement model – **FFS and Capitation.**



NEMS Today



- 12 clinics/service sites in three different cities and counties
 - 9 in San Francisco
 - 1 in Daly City, San Mateo County
 - 2 in San Jose, Santa Clara County
- \$94 million annual budget
- Nearly 700 employees and staff
 - At least 15 languages and dialects
- Recognized leader in clinical quality, culturally competent care

NEMS Clinics and Sites



	Clinic Address	Year
1	1520 Stockton St., SF	1978
2	82 Leland Ave., SF	2000
3	2308 Taraval St., SF	2003, 2011
4	2574 San Bruno Ave., SF	2009
5	1450 Noriega St., SF	2010
6	1400 Noriega St., SF	2012
7	1033 Clement St., SF	2012
8	211 Eastmoor Ave., Daly City	2011
9	1715 Lundy Ave., San Jose	2008
10	1870 Lundy Ave., San Jose	2013
11	728 Pacific Ave., 2 nd Floor, SF	2017
12	518 Ellis St., SF	2017



NEMS Services



Adult Medicine
成人內科

Medical Specialties

醫療專科

- Acupuncture 針灸科
- Cardiology 心臟科
- Chiropractic 脊椎神經科
- Emergency Medicine 急診科
- Endocrinology 內分泌科
- Gastroenterology 腸胃科
- Hepatology 肝臟科
- Ophthalmology 眼科
- Otolaryngology 耳鼻喉科
- Podiatry 足科
- Radiology 放射科
- Surgery 外科



Pediatrics
兒科



Obstetrics & Gynecology
婦產科



Dental
牙科



Optometry
驗光／配鏡部



Pharmacy
藥劑部



Laboratory
化驗部



Radiology
放射科



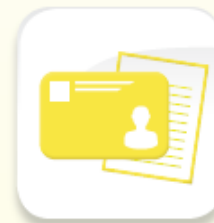
Behavioral Health Services
心理輔導及治療服務部



Social Services
社會服務部



Health Education
健康教育部



Member Services
會員服務部



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Our Patients



NEMS Patients



- Most common NEMS patient:
- Asian (90%)
 - Speaks little/no English (81%)
 - Female (55%)
 - 19% are elderly patients aged 65+
 - Has Medi-Cal/Medicaid (54%)
 - 100% or below FPL (48%)
 - Hypertensive (18%)

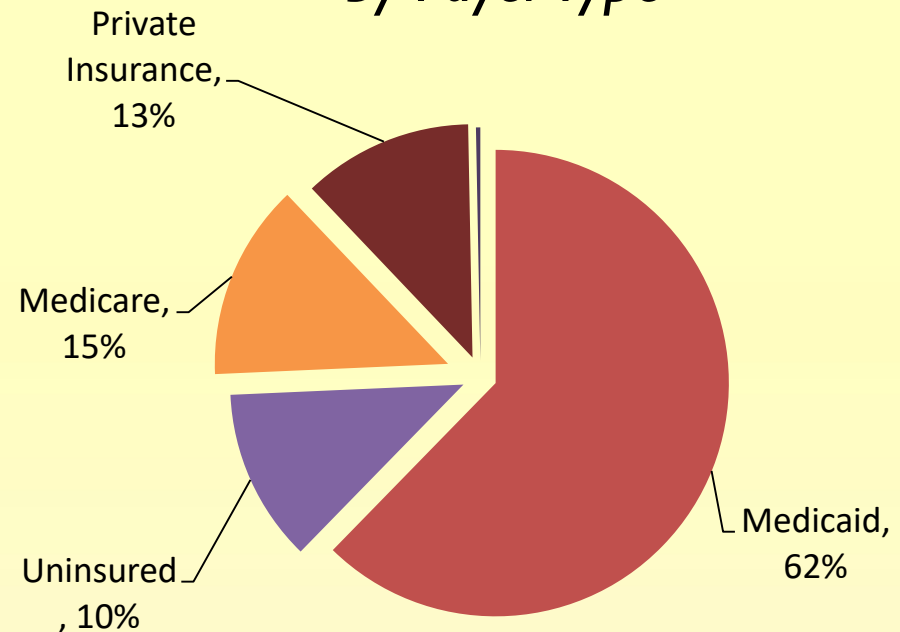
Source: 2017 UDS Report

NEMS Patients



- Total Active Patients: **69,009**
- Total Encounters/Visits: **359,950**
- Race: 90% Asian, 5% White, 5% All Other
 - Mostly low-income, uninsured, monolingual Chinese-speaking patients
 - 81% of all patients better served in language other than English
 - Patients are more diverse than in the past

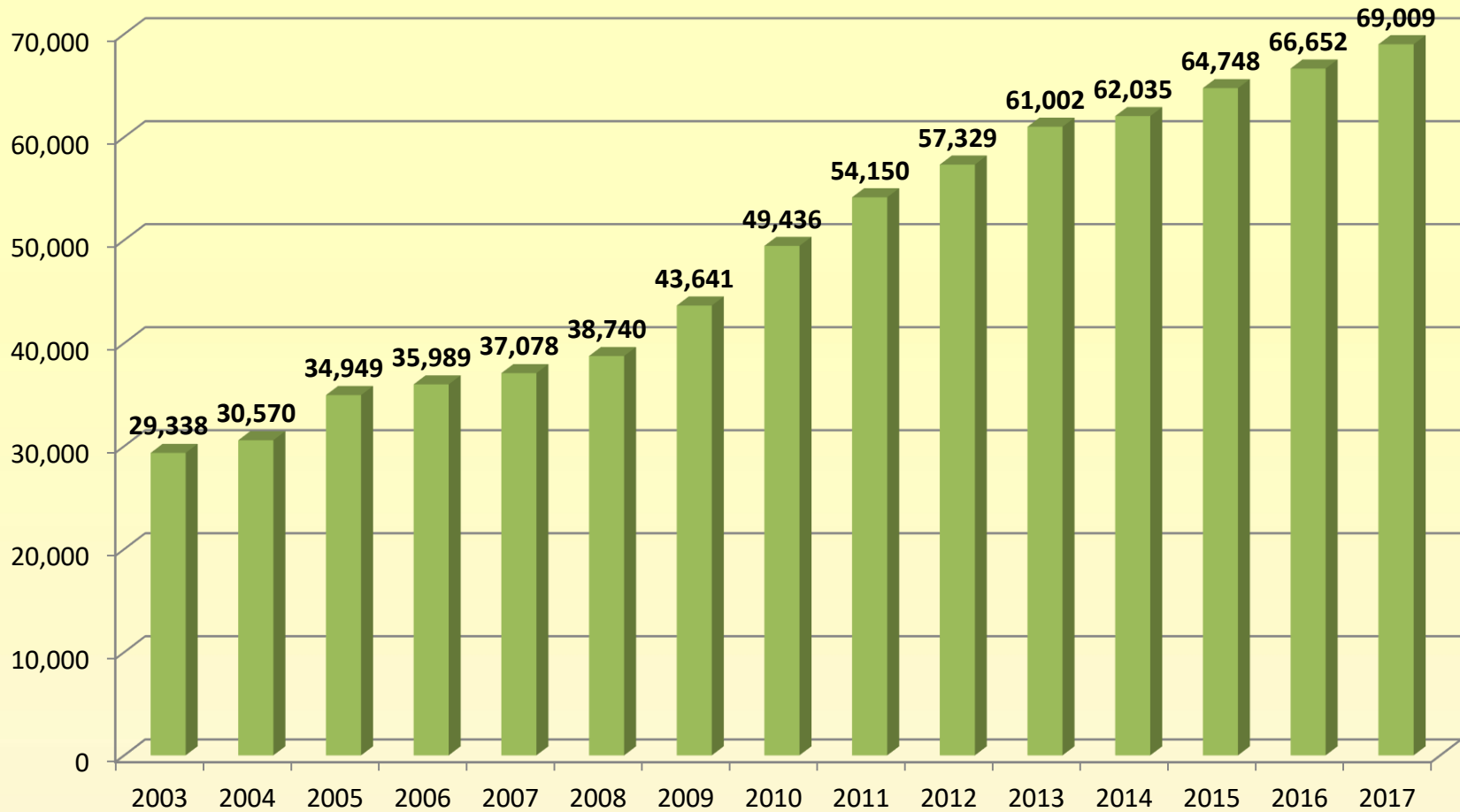
NEMS Patient Mix 2017
by Payer Type



Patient Growth



NEMS Patient Growth
Patient Population 2003-2017 year-over-year





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What Makes NEMS Different?





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Utilizing Technology to Improve Healthcare Outcomes



Telemedicine



- NEMS began an intra-site Telemedicine Program across select clinical sites in 2017
- Patients come into one NEMS' clinic, to “see” a provider, who is located at a different NEMS clinic, via specialty telemedicine carts
- Telemedicine is available for Behavioral Health and Endocrinology appointments only at this time



NEMS Nursing and IT teams testing the unit

Avizia CA750 Cart



iPads for Behavioral & Developmental Questionnaires



- iPads for patient screenings including:
 - ASQ screening for developmental delay in children
 - Domestic violence
 - Problem gambling
 - Depression
 - PHQ's
 - Substance abuse

DV/IPV

I decline to answer the questions in this section.

我拒絕回答本節中的問題。 ☐ 可選

Are you currently in a relationship, and/or have a partner?

您是否已婚或有固定交往對象？

Have you been hit, kicked, punched, or otherwise hurt by your partner in the past year?

在過去一年，您的配偶或交往對象有毆打，踢，或拳擊您嗎？

Has your partner put you down or humiliated you in the past year?

在過去一年，您的配偶或交往對象沒有有用行為或言語來羞辱或試圖羞辱您嗎？

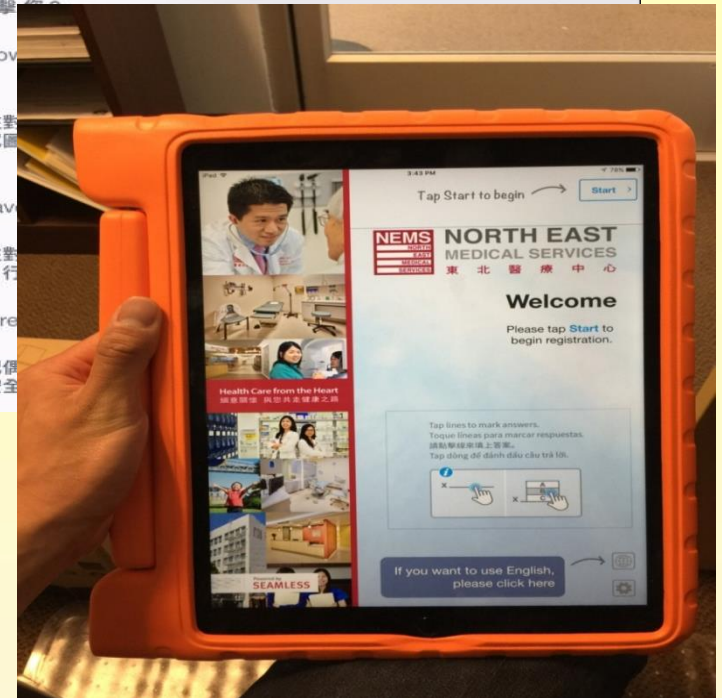
Have you been forced to have sex with your partner in the past year?

在過去一年，您的配偶或交往對象沒有強迫您和他發生性行為嗎？

Do you feel safe in your current relationship?

在過去一年，您覺得和您的配偶或交往對象相處得安全嗎？

是 - Yes
不是 - No
不想回答 - Refuse to answer
取消



Clinic Wait Time Monitoring



NEMS developed **digital displays** to inform patients of approximate **wait times** at the clinic

- The wait time displays show patients whether their provider is on time or running behind
- Displays are located at the Front Desk and patient waiting areas on both TVs and iPads
- Allows for patients to make informed decisions about their wait
- Status updates are based on “live” data from EMR as patients are being checked in and discharged

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When will I see my provider?
我的候診時間是多久?

Wed, Dec 13, 2017 3:24 PM

Location: San Francisco - 1400 Noriega Clinic
地點: 三藩市日落區 1400 Noriega 街診所

Provider 醫生 / 醫護人員	Status 候診狀況
Chia-Yu Hsu NP 許家瑜 醫護師	On Time(準時)
Herbert Toy MD 蔡偉寧 醫生	On Time(準時)
Jason Owyang NP 歐陽威 醫護師	Delay(等候) 15 min(分鐘)
Judy Hsu MD 許文玉 醫生	On Time(準時)

Please talk to our Front Desk Staff if you have any questions. Thank you for choosing NEMS!
如果您有任何問題, 請向前台職員查詢。謝謝您選擇東北醫療中心為您提供醫療保健服務!



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Other Activities...



Resident/Provider Housing



The cost of living has increased over 75% in the Bay Area since 2000* and it can be difficult for even those with stable incomes to afford living here. As part of the incentives package for Providers, NEMS has purchased temporary corporate housing in multiple Bay Area locations

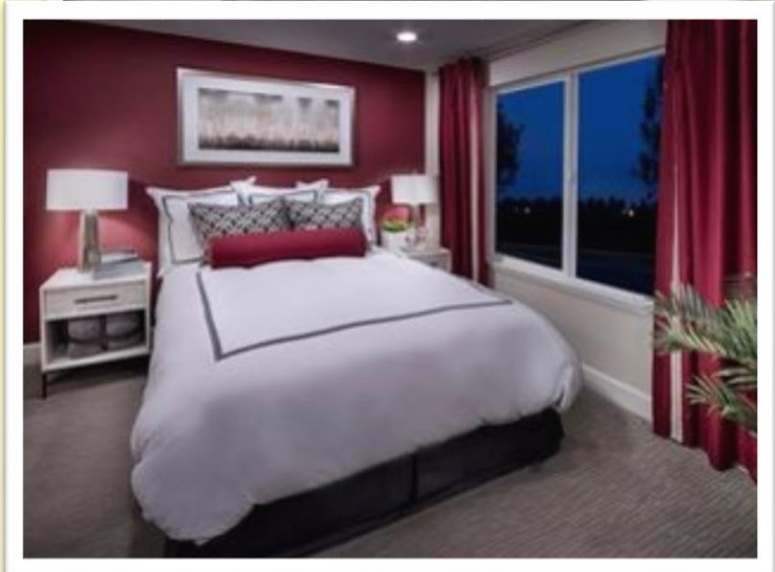
The corporate housing unit offers the following:

- 3 bedroom apartment
- Communal living area with Wi-Fi
- Fully furnished bedrooms, living room and kitchen
- Convenient to public transportation to NEMS clinics in San Francisco
- Studio Units on Santana Row in San Jose



**<http://www.bayareaeconomy.org/the-cost-of-living-continues-to-rise-for-bay-area-residents/>*

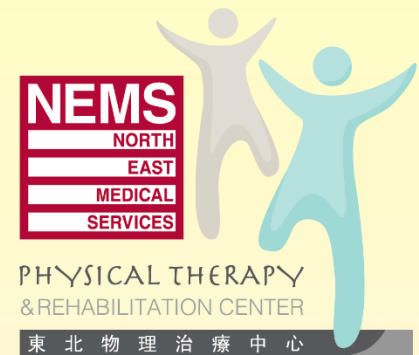
Resident/Program Director Townhomes



Acquiring Private Practices



- Pediatrics
- Internal/Family Medicine
- Physical Therapy





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Managed Service Organization (MSO) Medi-Cal Managed Care



The NEMS RBO History



- 1996 – CA Medicaid beneficiaries began to enroll in managed care.
- 1998 – NEMS partnered with a Sutter Hospital to form a Full Risk managed care network to serve ~3,000 Medicaid members;
 - NEMS takes Professional Risk; the hospital takes Hospital Risk.
 - Covers both In-network + Out-of-Network services.
 - Carved Out Pharmacy, LTC, Mental Health, and major organ transplants.
- 2002 – NEMS Established an in-house MSO;
- 2015 – NEMS partnered with DPH hospital, formed the 2nd Full Risk managed care network; membership started at ~400;
- Today, NEMS MSO performs full risk medical management services for ~38,000 enrollees;

SFHP

San Francisco Health Plan



- SFHP Managed Care Network covers patients in San Francisco County
- Received 2017 Outstanding Performance in Quality Care from the California Department of Health Care Services (DHCS) for the Medi-Cal program for the 9th time in the last 10 years
- **Third highest ranked Medi-Cal plan** based on aggregated 2017 HEDIS scores
- Award rankings are determined by performance in the Healthcare Effectiveness Data and Information Set (HEDIS), a national set of measures for clinical care delivered to health plan members, developed by NCQA

**SAN FRANCISCO
HEALTH PLAN™**

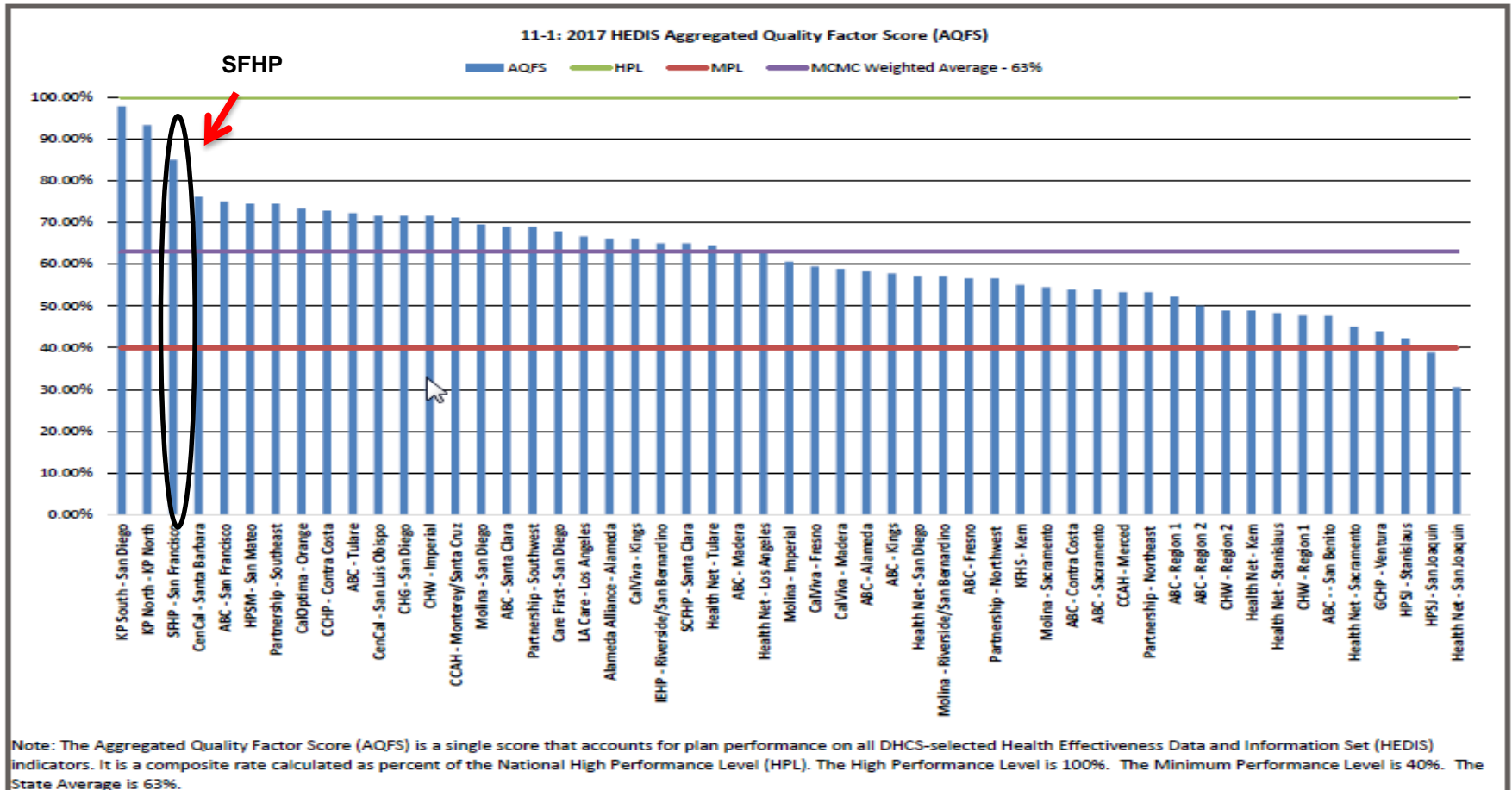


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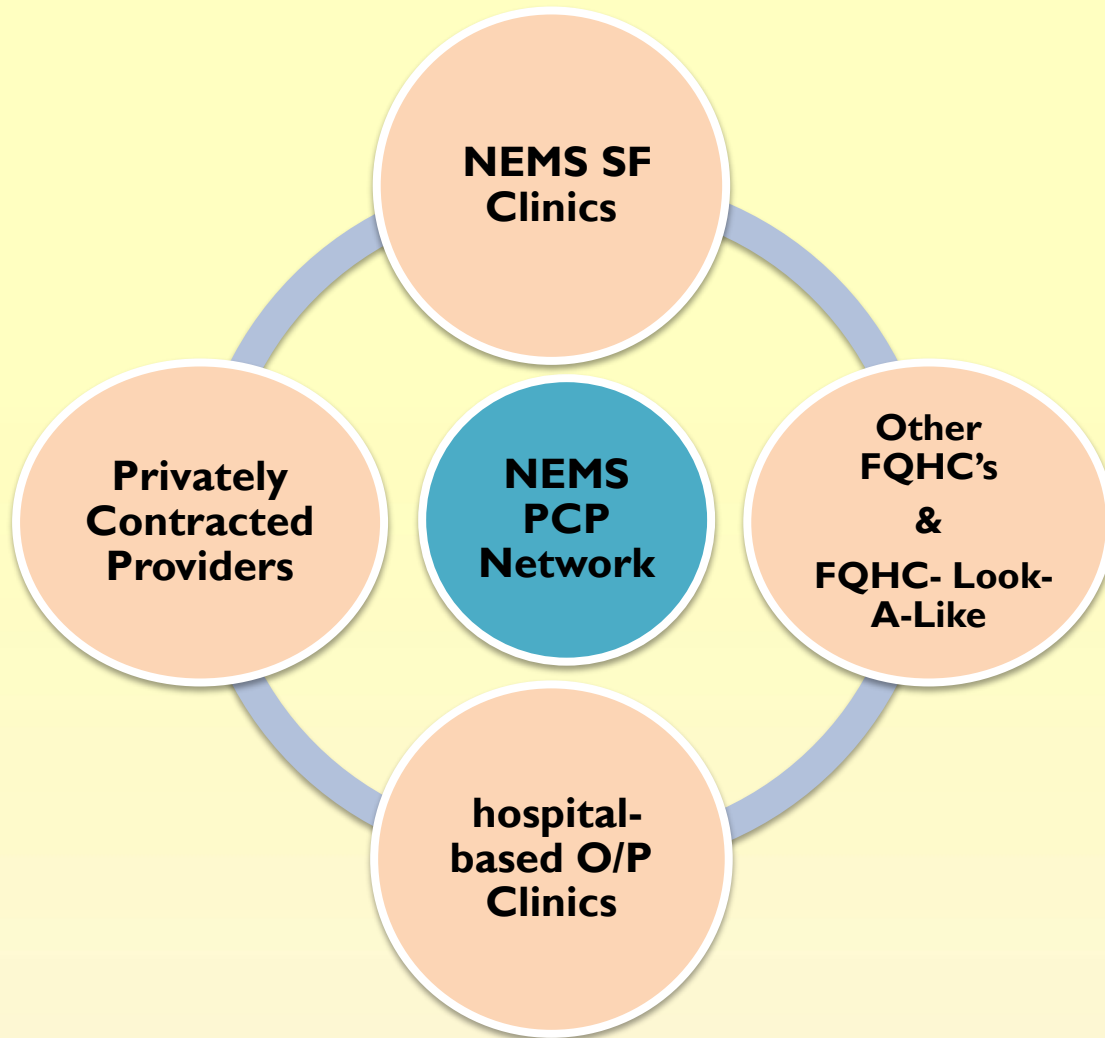
Medi-cal Managed Care Performance Dashboard



Medi-Cal Managed Care Performance Dashboard Released September 14, 2017

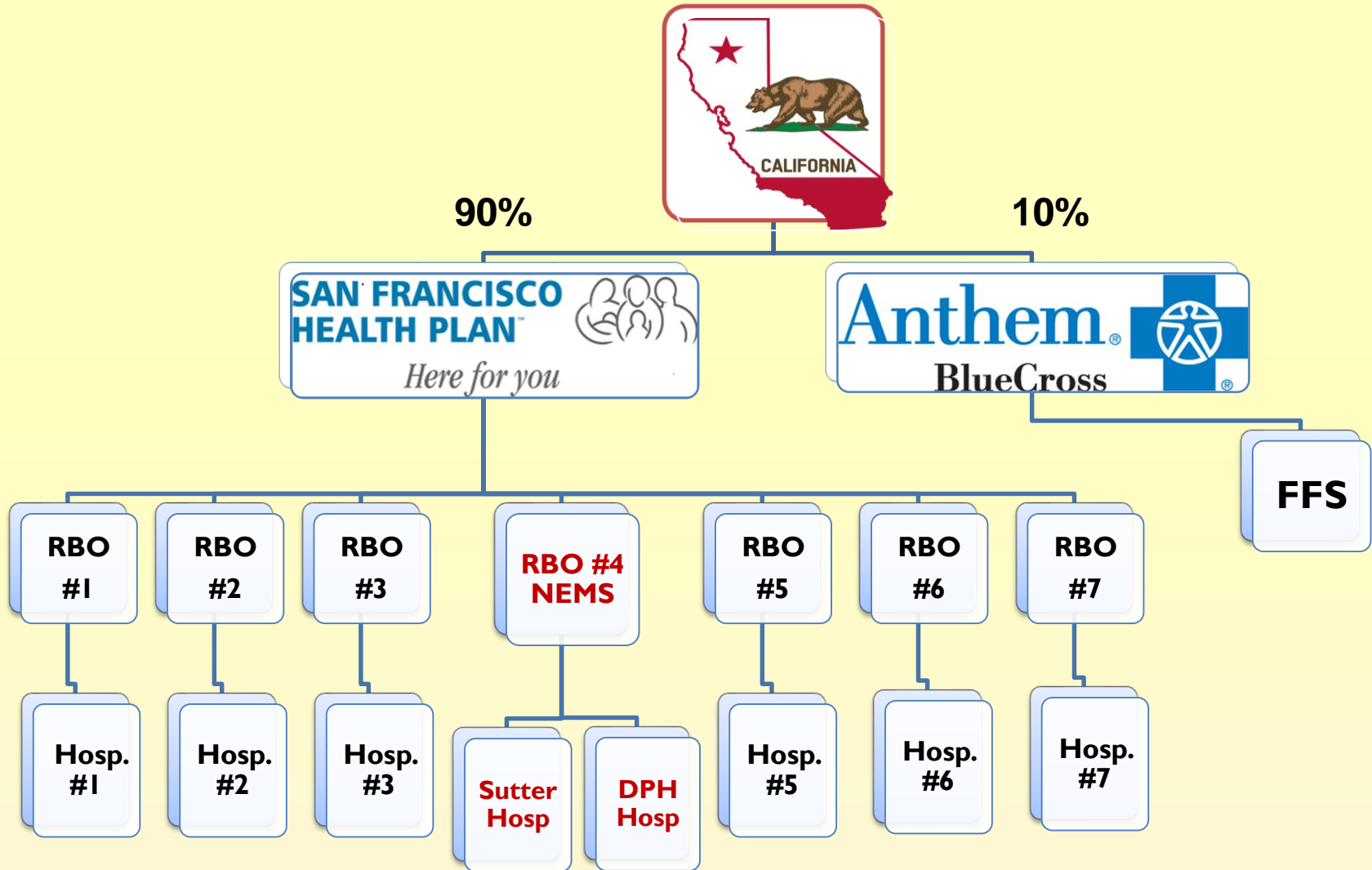


Who is in Our Primary Care Network?



The NEMS PCP Network includes 90+ Community Primary Care Providers in SF

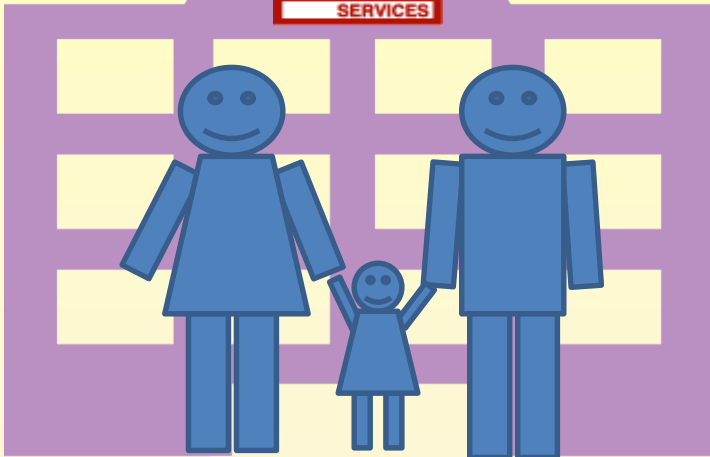
Medicaid Managed Care Structure in CA



Full Risk PMPM Covers: NEMS Services



- ✓ Preventive Care Visit
- ✓ Sick Visit
- ✓ Family Planning Services
- ✓ OB Prenatal Care
- ✓ Specialist Consultation
- ✓ Immunization
- ✓ Health Ed. and Classes
- ✓ Laboratory Services
- ✓ Imaging Services



Full Risk PMPM Covers Non-NEMS Services



- ☐ Emergency Room Services
- ☐ Specialty Services of All
- ☐ Inpatient & ICU Care
- ☐ Labor and Delivery
- ☐ Neonatal Care
- ☐ Cancer Treatments
- ☐ Genetic Testing
- ☐ All Surgeries
- ☐ CT/MRI/Nuclear Scan
- ☐ Audiology Eval & Testing
- ☐ Hearing Aids
- ☐ Medical Transportation
- ☐ DME & Supplies
- ☐ Incontinent Supplies
- ☐ Skilled Nursing Services
- ☐ Home Health
- ☐ Hospice Care

AND MORE.....

Full Risk PMPM Covers: Non-NEMS Services



- ☐ Radiation Oncology & Therapy
- ☐ Chemotherapy Treatment
- ☐ Genetic Testing
- ☐ Hemodialysis Treatment
- ☐ Transgender Services
- ☐ Kidney Transplant
- ☐ Cornea Transplant
- ☐ Rehab Therapy

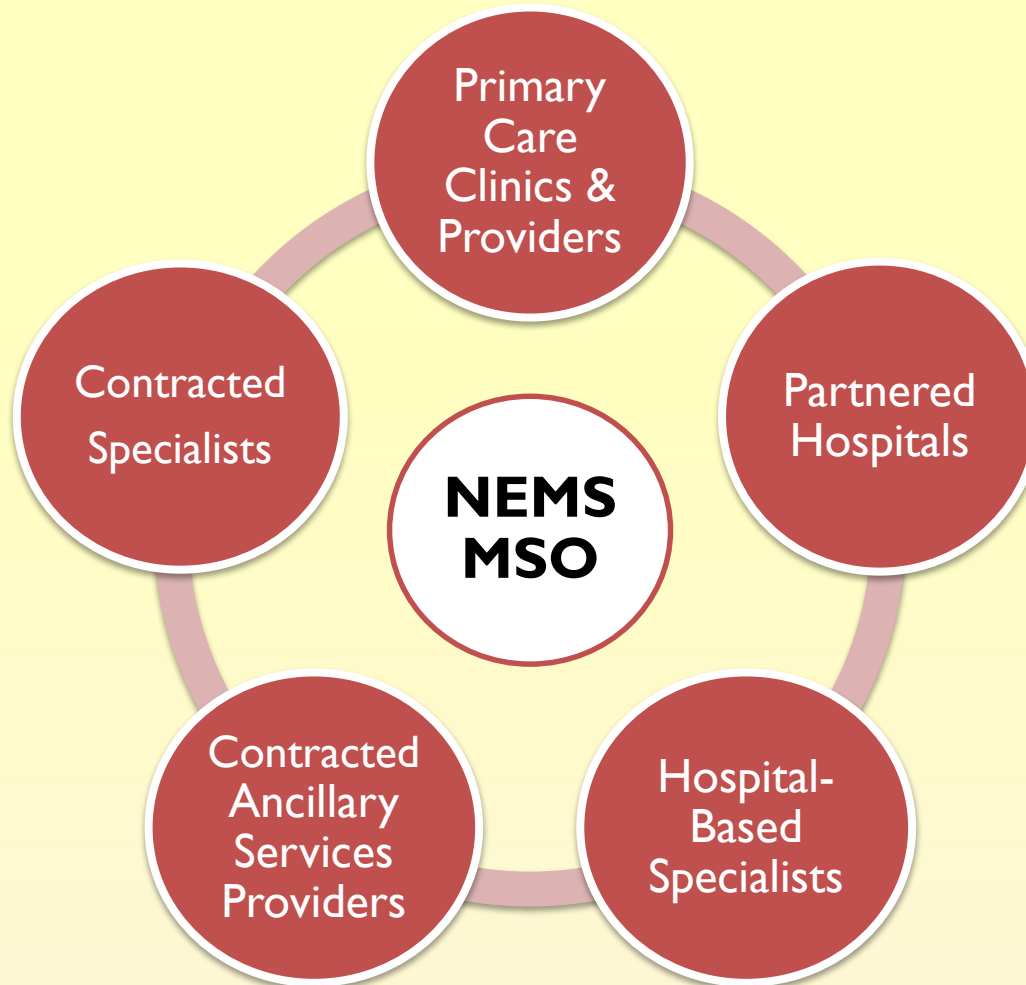
- ☐ Brain Surgery
- ☐ Heart Surgery
- ☐ Breast Reconstructive Surgery
- ☐ HIV/AIDS Treatment
- ☐ TB Treatment
- ☐ Non-Emergency Medical Transportation
- ☐ Prosthetics and Orthotics
- ☐ End of Life Care

AND MORE.....

NEMS MSO Provider Network



The NEMS MSO Provider Network includes 800+ specialists in 45+ specialties.



Understanding the Risk



- Paid Claims data – from all providers and hospital organizations, both in-network or OON claims
 - Data points provide good Cost PMPM analysis: by provider specialty, by service category, by patient age/sex group, etc.
- Prior Authorization (UM) data – understand the network capacity, optimize network management to reduce waste and cost.
- Real-time Hospital Admit/Discharge data
 - Initiate discharge planning and post-acute outreach activities, prevent costly hospital readmission and to engage Case Management activities.
- Combined clinic EHR + Pharmacy + Lab + MSO data – identify clinical quality and performance improvement initiatives almost real time.

Risk Mitigation Focus: Care Coordination



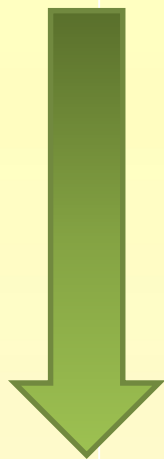
- Focus on Care Coordination and Network Management to promote early diagnosis and treatment of medical conditions.

Traditionally, PCP orders a referral, MA tracks for completion:

MSO MMC Referrals	Total	Completed	Cancelled	In Progress	Lost to f/u
2015	13,532	61.6%	36.0%	0%	2.4%

In 2016, NEMS started to match paid claims with authorized TAR to monitor the referral and identify access gaps:

2016	14,868	71.4%	22.2%	0%	6.4%
2017	15,201	79.3%	8.6%	9.4%	2.6%



Improved
Completed
and Cancelled
Referrals year
over year

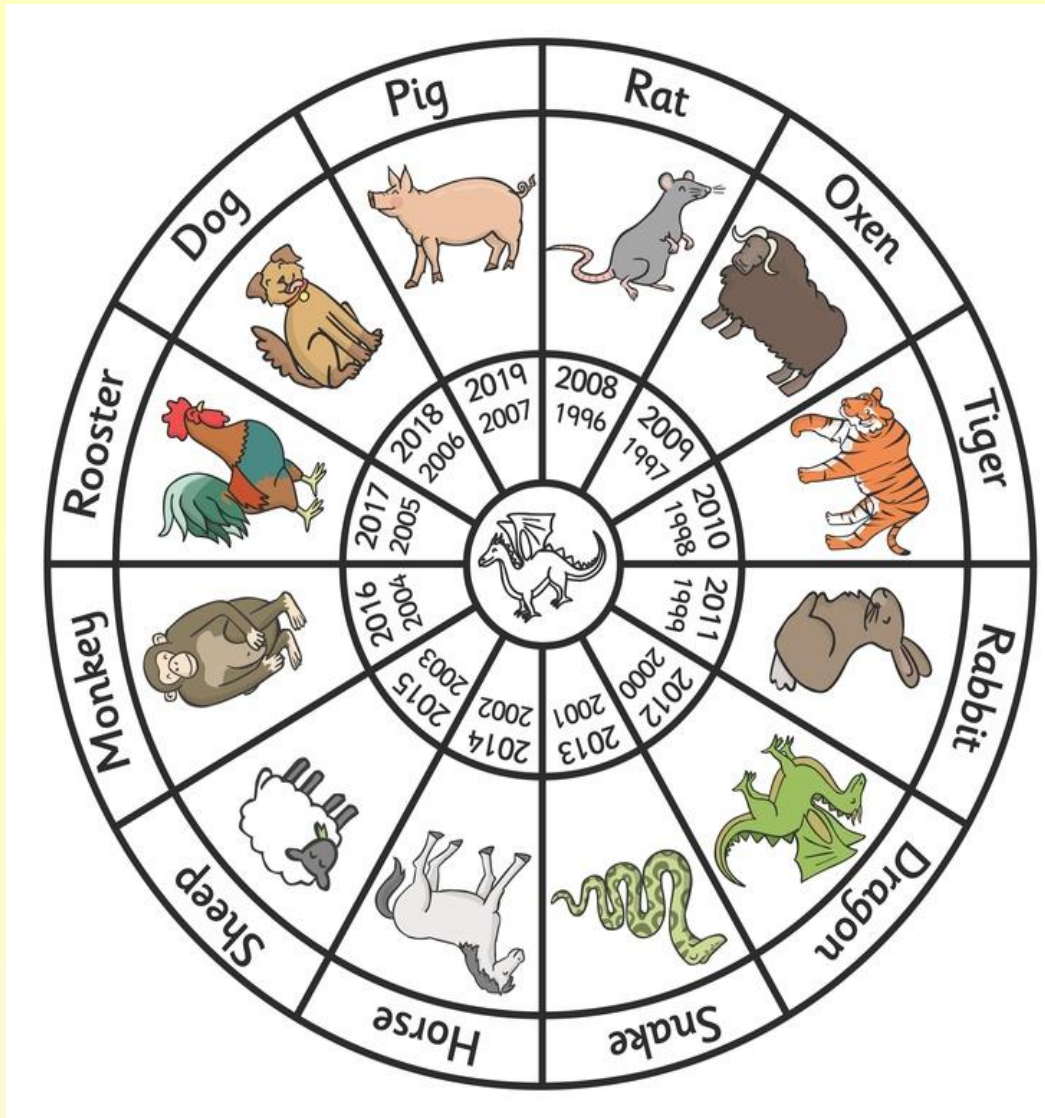
Risk Mitigation Focus

Avoidable ED Visit








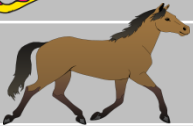



Year	# of MMC Enrollees	# of ED Visit Total	Avoidable ER Rate
2013	17,125	3,885	16.0%
2014	31,066	5,109	14.8%
2015	35,498	7,121	13.8%
2016	36,874	7,643	11.3%
2017	37,081	7,735	10.9%

Chinese Zodiac



The Mystery of the Chinese Zodiac & It's Influence on Risk



Year	Representing Animal	OB Admits	Beddays per 1K Population Rate	Famous People in this Animal
2009		127	8.95	Barack Obama, Vincent Van Gogh
2010		172	10.73	Ludwig Beethoven, Queen Elizabeth II
2011		162	9.94	Albert Einstein, Tiger Woods
2012		261	15.20	Jesus Christ, Bruce Lee, Abraham Lincoln
2013		193	10.65	John F. Kennedy, Franklin Roosevelt
2014		269	16.04	Neil Armstrong, Jackie Chan
2015		327	14.75	Steve Jobs, Bill Gates
2016		399	15.72	Tom Hanks, Will Smith, Justin Timberlake
2017		370	15.12	Henry Ford, Anthony Abbott



**2024
Dragon**

Q&A

