

CASE STUDY

Johns Hopkins Medicine Office of Population Health

Using Analytics and Strategic Planning to Execute on Value-Based Care Initiatives

In 2023, Johns Hopkins Medicine created a department to improve population health, create data-driven care models and reduce health disparities. The Office of Population Health (OPH) supports the Johns Hopkins Health System in the execution of VBC initiatives. It is a centralized office that includes administrative and patient-facing clinical teams that work together to optimally align expertise with care delivery functions.

The OPH focused their efforts in three core areas:

- 1. Create a strong foundation** that enables better coordination and execution of administrative and clinical initiatives.
- 2. Establish critical focus areas**, including management of high-risk patients and addressing social determinants of health (SDoH).
- 3. Create a multi-year strategic plan** to reduce unnecessary utilization and health disparities, and improve data analysis, health care services and coordination within the health care system. **This effort was supported by the Johns Hopkins ACG® System's ability to identify major risks that affected individual patient health,**

Implementing a New Organizational Structure

The primary goal of this operational redesign was to ensure leaders from different departments could work efficiently on shared objectives. A leadership team was put in place to oversee these efforts and build an effective and strong workforce, review several other population health models across the country and create a new plan that would most benefit the institution.

Various teams within the Johns Hopkins Medicine OPH were established and responsible for operational management, review of analytics and data trends, and patient support. A team of Community Health Workers engaged with the larger community to address SDoH, provide access to services and build stronger relationships with the community.

Establishing Priorities:

When the OPH was created, they outlined five initial priorities, which included:

	Identification of high-risk/high-utilization patients and connection to care management resources
	Development of cross-functional care team workflows
	Collaboration with the Office of Diversity, Inclusion and Health Equity
	Behavioral health intervention refinement
	Development of a three-year strategic plan

Using Population Health Analytics to Support Key Priorities

The initial priority to identify newly high-risk and high-utilizing patients was supported by the use of the ACG System, among other analytics platforms. The OPH used the ACG System to understand patient risk through both a historical and projected lens.

The ACG System analyzed:

- Patients with more than two hospitalizations or observation stays in the last six months
- Patients with more than three visits to the ED in the last six months
- Patients with an ACG risk score that indicated a higher likelihood of hospitalization in the next six months

A master list of these high-risk patients was created every two weeks and shared with other patient-centered departments within Johns Hopkins Medicine. This ensured improved coordination between inpatient and outpatient teams and helped the groups provide better care for these patients.

Supported by resources like the ACG System, other health systems can use these best practices when assessing their own transition to VBC.



1. **Data is analyzed at every opportunity.**
Using the ACG System, patient groups are identified and supervised to ensure they receive appropriate care. Eventual patient outcomes and total cost of care are reviewed to confirm performance standards.



2. **Over-utilization and other trends are reviewed to identify places where resources may be used excessively.**
The total cost of care is analyzed to find opportunities for savings, increased efficiencies and to increase the value of care provided to patients.



3. **Data is reviewed to see what type of care can provide the most impact for a population, then that care is introduced to additional groups in need.** That data is also shared among different departments to better coordinate care.

Creating a Multi-year Strategic Plan

OPH's key focus areas were developed using an advanced strategic planning process with dozens of stakeholders across the enterprise, all collectively agreeing on two guiding missions: 1) to bend the utilization curve and 2) to reduce health disparities.

This process led the group to develop the following tactics to support their strategic plan:



An advanced analytics roadmap, supported by the ACG System and subsequent analytics.



Clinical service delivery tied to population health.



Monitoring engagement and performance in VBC contracts.



Aligning health system goals across Johns Hopkins Medicine entities, focusing on population health.

The OPH strategic plan was a catalyst of harmonized population health activities across Johns Hopkins Medicine. These efforts leveraged VBC incentives in order to improve overall health and performance.

SS&C Health is the exclusive distributor of the Johns Hopkins ACG System for health plans in the US. Contact us today to learn more about value-based care and the ACG System.