

Innovations in Delivery System Design: Technology and Beyond

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Wellesley Chapman, MD, *Group Health Cooperative*

Sean Duffy, *Omada Health*

Moderator: Andy Ellner, MD, MSC, *Harvard Medical School Center for Primary Care*

Dr. Haymon provided an overview of her primary care practice at Iora Health. Established in 2012, Iora Health operates a network of practices in dozens of communities across the U.S., each of which is designed to meet the needs of a defined population. The Iora model is based on four key concepts: relationship-centered care, value-based payment, robust team care, and provision of an outstanding patient experience. Dr. Haymon's clinic provides care to Medicare beneficiaries under a fully capitated health plan. The patient population is primarily lower income, and is ethnically diverse. In comparison to typical U.S. primary care, Iora Health's practice teams have smaller panel sizes, enabling them to develop closer relationships with patients. Behavioral health providers are integrated into the teams to support whole person care. Care teams include community health workers and health coaches who promote health using a variety of social and educational approaches that focus on self-management support and patient empowerment. While many electronic health records are optimized for billing and financial management, Iora is supported by health information technology that is focused on patient care. Technology is used to communicate with family caregivers as well as directly with patients. Patient outcomes reflect both high quality and cost-effectiveness. For instance, adjusted for the acuity of the population, Iora Health patients have hospitalization rates one-third lower, and emergency department visit rates approximately half of Medicare market averages.

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Dr. Chapman and Mr. Duffy joined Dr. Haymon to discuss the role of technology in supporting integration and scale. Group Health uses technology almost exclusively to scale relationships, moving from exclusively face-to-face to virtual interactions. Currently, two-thirds of primary care interactions at Group Health are virtual. This was accomplished in part due by the introduction of an e-visit platform that facilitates care when patients are seeking transactions (such a prescription for a minor ailment that does not require a physical examination). On the other end of the scale, high-need populations are cared for by coaches who work with directly with patients outside of typical clinical settings. A messaging platform supports ongoing relationships between coaches and patients on a regular basis.

[VIDEO: Breakout 5: Innovations in Delivery System Design](#)

[SLIDES: Iora Health](#)