Models of Acute Care: The Spanish Model in Valencia: Ribera Salud
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A REFLECTION
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The most socially advanced countries are putting in place reforms in the healthcare system with three common points: making it more fair-based on public values-, making it more sustainable over time and meeting the high levels of specialization required by the sector. The public-private partnership, in this environment, is essential to achieve these objectives.

GLOBAL CHALLENGES

The common objectives of these reforms in progress are:

PUBLIC VALUES
To provide quality healthcare and social welfare to all citizens

RESPONSIBILITY
To make this healthcare system sustainable in the long term

CHANGE - SPECIALIZATION
To apply the best practices, using technology and coordinating all levels of care as well as social services
KEY IDEAS
The Spanish NHS is a universal system that covers the entire population.

Financed by taxes.

Inspired by the British NHS.

Decentralized system: Healthcare devolved to the regions (17 regions in total)

The Valencia Region is composed of 24 health departments.

Each health department consists of 1 hospital + primary care centers.

The employees of the Spanish NHS are civil servants.
**THE RIBERA SALUD MODEL**
CAPITATED PAYMENT II

**TRADITIONAL MODEL**

- Fee for service.
- Unsustainable
- Activity based model.
- Causes more delays.
- Needs more professionals.
- Causes cost increase.
- Does not promote health.

**RIBERA SALUD MODEL**

- More value for money
- Health is financed.
- Commitment to prevention and health promotion.
- A new organization.
- Money follows the patient.

more, more, more...

"Do what we have to do, in the most appropriate place"
KEY IDEAS
FIRST ACCOUNTABLE CARE ORGANIZATION IN EUROPE

- **Public Private Partnership.** Partnerships with Government. A Company that provides a portfolio of services to government sponsored healthcare programs.

- **Healthcare integration.** We specialize in transforming fragmented systems into citizen centered integrated healthcare systems.

- **Triple Aim.**
  - Improve healthcare outcomes
  - Increase patients satisfaction
  - Lower costs

- **PPP Model.**

- **Capitated Payment.**
  It is HEALTH that is FINANCED. Having a CAPITATED SINGLE BUDGET makes us fully accountable for the global healthcare outcomes of a defined population. Our most important goal is to achieve the best health conditions for the citizens. The capitated payment is a critical enabler for ACO creation.

- **Healthcare Integration.**

- **Networking.**

**Synergies and scalability.** Technology allows for wider collaboration and coordination, resulting in higher efficiency and better outcomes. We are working not only with hospital and the primary care centers, but also with mental health providers, social services, the community (city councils, schools, home care etc…). We also believe that within the system it is not necessary for all the hospitals to provide all services, as long as there is coordination between them.
THE RIBERA SALUD MODEL
CAPITATED PAYMENT I

TO ACHIEVE THE
BEST HEALTH
CONDITIONS FOR
THE CITIZENS

“MONEY FOLLOWS
THE PATIENT”
QUALITY AND
PATIENT LOYALTY

ALIGNMENT BETWEEN PUBLIC
AND PRIVATE INSTITUTIONS

1
PROMOTING
HEALTH

2
IMPROVING
HEALTHCARE QUALITY

3
IMPROVING
ACCESSIBILITY

4
IMPROVING
EFFICIENCY

THE COMPANY
IS ANSWERABLE
TO ITS
SHAREHOLDERS

THE ADMINISTRATION
ACHIEVES
OBJECTIVES
WHO WE ARE
THE
RIBERA SALUD
MODEL
THE RIBERA SALUD MODEL
HOSPITAL TRANSFORMATION

TRANSFORMATION = PERMANENT GOAL

1999
HOSPITAL CONTRACT
- System fragmentation
- Lack of previous experience in PPP models
- Lack of IT
- Capitated model
- Difficulty to implement new strategies

2003
HOSPITAL + PRIMARY CARE + MENTAL HEALTH + HOME CARE CONTRACT
- Integration
- Cultural change in decision-makers
- Resistance to change
- Lack of experience in teamwork

TODAY
HEALTHCARE NETWORK
- Benchmarking
- Best practices
- Shared services
- Population health management
- Reduce clinical variability
THE RIBERA SALUD MODEL
TRIANGLE OF SUCCESS

THE MODEL COMBINES THE STRENGTHS OF:

- A citizen-centered clinical management strategy.
- Modern HR management.
- A cross-functional information system.
- “Ribera Salud triangle of success”.
- The citizens are at the heart of the Alzira model. These three elements are self-reinforcing in a continuous process of improvement.
THE RIBERA SALUD MODEL
TRIANGLE OF SUCCESS: CLINICAL MANAGEMENT

CLINICAL MANAGEMENT

- Proactive Population Health Management, personalized care and patient / care giver engagement.
- Health and wellbeing as the ultimate goal. Healthcare promotion, education and prevention.
- Better coordinated care. Integration of primary care, acute and social care.
- Resource management: the right thing in the right place, at the right time, by the right person and at the right cost.
- Decision support and standardized workflows. Reduced clinical variation.
- Professional alignment around common and shared goals and objectives.
THE RIBERA SALUD MODEL
TRIANGLE OF SUCCESS: HUMAN RESOURCES

PEOPLE

- Talent attraction, promotion and retention.
- Active incentive scheme, aligning the goals of professionals, the company and the Government.
- Track record of reaching mutual beneficial agreements with the trade unions.
- Recognition of equality programmes and work life balance.
- Highest levels of staff satisfaction.
- Professional career development plans.
- University and teaching institutions.
THE RIBERA SALUD MODEL
TRIANGLE OF SUCCESS: TECHNOLOGY

- Cutting-edge and innovative IT systems being administrative, clinical and patient oriented. In-house developed EMR.
- System interoperability for accurate budgeting and costing.
- Data mining and Business Analytics based on centralized data integrating clinical and non-clinical information.
- Proprietary and in-house developed fully integrated Electronic Medical Record for all levels of care.
- Grouping and stratification of patients, prescriptions, health promotion and prevention.
- Patients: world-wide on-line access to personal medical records, ability to interact with the hospital and primary care doctors and nurses.
- Patient healthcare portal with personalized content for healthcare promotion, education and prevention.
SOME FIGURES
The report issued by the official audit (Sindicatura de Comptes) on the concession of Manises with data of all the concessions throws the following conclusions:

- 25% savings in current public health expenditure in relation to regional hospitals
- Better care results
- Higher investment per capita
- Increased user satisfaction
- Improve control measures by the Administration
According to data from the Ministry of Health and Universal Health, the citizens of the concessions have greater satisfaction than the departments of direct management.

* Fuente: elaboración propia a partir de los datos facilitados en la Memoria de Gestión 2015 de la Conselleria de Sanitat Universal i Salut Pública
http://www.san.gva.es/documents/157385/6697729/Mem%C3%B3ria+de+Gestió%202015.pdf
Primary Care integration

- EMERGENCY HOSPITAL RIBERA
- EMERGENCY HOSPITAL VALENCIAN COMMUNITY
- EMERGENCY HOSPITAL NHS
<table>
<thead>
<tr>
<th>Indicator</th>
<th>Ribera Salud</th>
<th>Valencia Community</th>
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<tbody>
<tr>
<td>Diabetes Type II Control</td>
<td>59.70 %</td>
<td>50.15 %</td>
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<tr>
<td>Outpatient surgery substitution rate</td>
<td>78.48 %</td>
<td>64.98 %</td>
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<tr>
<td>Rate of Low - risk section</td>
<td>3.53 %</td>
<td>7.76 %</td>
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<tr>
<td>Hip fractures operated within 48 hours</td>
<td>90.02 %</td>
<td>57.04 %</td>
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VIDEO
CONCLUSIONS
Pressure on the costs will be increased

- Networking between Different Agents
- New Models of Payment (Capitation)
- Population Health Management
- Adaptability
- Proactivity
- Change in the Corporate Culture
- Flexibility
- Healthcare Integration
CONCLUSIONS
ADVANTAGES OF THE MODEL

FOR THE LOCAL GOVERNMENT
- Offloading of the public budgets.
- A lower-than-average costs public management of a public service (25% less).
- Investments are the concessionaire’s responsibility during the management period.
- Capitated payment. Transfer of financial risk.
- Innovation in technologies and systems management.
- Contribution of complementary HR.

FOR THE PROFESSIONALS
- Job security. Innovative salary system.
- Opportunity for development and a professional career.
- Teaching and Research.
- Commitment to technology.

FOR THE CITIZEN/PATIENT
- Perceived quality. Humanization of care.
- Personalized treatment. Greater privacy and comfort.
- Greater accessibility. Quicker response time.
- Free choice of hospital and doctor.
- Technology informs and educates the patient.
- 94% do not know the Alzira Model.
- 91% are satisfied with the health care provided.
- 91% are satisfied with the health care provided.
THANK YOU