

Hospices as Providers of Community-Based Palliative Care: Demystifying the Differences

Liz Fowler, MPH

President and CEO, Bluegrass Care Navigators

June 1, 2018

Join us for upcoming CAPC events

→ Upcoming Webinars:

- **Improving Team Effectiveness Series: An Interdisciplinary Team (IDT) Panel Discussion**
 - Tuesday, June 12, 2018 | 3:00 PM ET
- **A Road Map for Home-Based Palliative Care Programs: Anticipating Program Challenges and Identifying Solutions**
 - Wednesday, June 20, 2018 | 1:30 PM ET

→ Virtual Office Hours:

- **Marketing to Increase Referrals with Andy Esch, MD, MBA and Lisa Morgan, MA**
 - June 7, 2018 at 1:30 pm ET
- **Hospices Providing Palliative Care with Turner West, MPH, MTS and Anne Monroe, MHA**
 - June 12, 2018 at 12:00 pm ET

Register at www.capc.org/providers/webinars-and-virtual-office-hours/

Hospices as Providers of Community-Based Palliative Care: Demystifying the Differences

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Objectives

- Describe key considerations for hospice organizations to differentiate hospice care and CBPC, including the patient, services, and messaging/marketing
- Discuss targeted messaging for staff, patients, professional referral sources, and payers

Bluegrass Care Navigators



SAME EXPERTS. NEW NAME.

Hospice of the Bluegrass is now Bluegrass Care Navigators.

Hospice care continues to be a focus, yet we now guide and provide expert care long before life's final months.

More ways to care.

- **Extra Care** – personalized home care
- **Transitional Care** – help with hospital to home
- **Palliative Care** – pain and symptom relief
- **Hospice Care** – for life's final months
- **Grief Care** – support during grief

To discuss the care that's right for you or your loved one, call 855.403.0812 or learn more

Bluegrass Care Navigators.com
Weas and does not discriminate
on the basis of race, age, disability, or sex.

BLUEGRASS
care
navigators

40 YEARS of Expert. Connected. Care.

Bluegrass Extra Care
Bluegrass Home Primary Care
Bluegrass Adult Day Health Care
Bluegrass Transitional Care
Bluegrass Palliative Care
Bluegrass Hospice Care
Bluegrass Grief Care

TOPS MAGAZINE LEX_8.02x4.68.indd 1

Bluegrass Palliative Care

- Established in 1999
- Physician Practice
 - Joint Commission accredited
 - 25 Physicians and Nurse Practitioners
- Services:
 - Inpatient palliative care consultation services
 - Palliative Care Clinics
 - Home based palliative care
 - Facility based palliative care
 - Home based primary care
- 10,000+ patients annually

Bluegrass Palliative Care

- One of the original **Palliative Care Leadership Centers** (PCLC) created through the Robert Wood Johnson Foundation and the Center to Advance Palliative Care (CAPC) in 2004
- Facilitate and finance the Hospice and Palliative Medicine **Fellowship at the University of Kentucky (UK)**
- Palliative Care Consulting and Education

Hospices as Providers of Community-Based Palliative Care

Poll: As a hospice, what is your primary concern with Community-Based Palliative Care?

→ worry #1:

Cannibalism

→ worry #2:

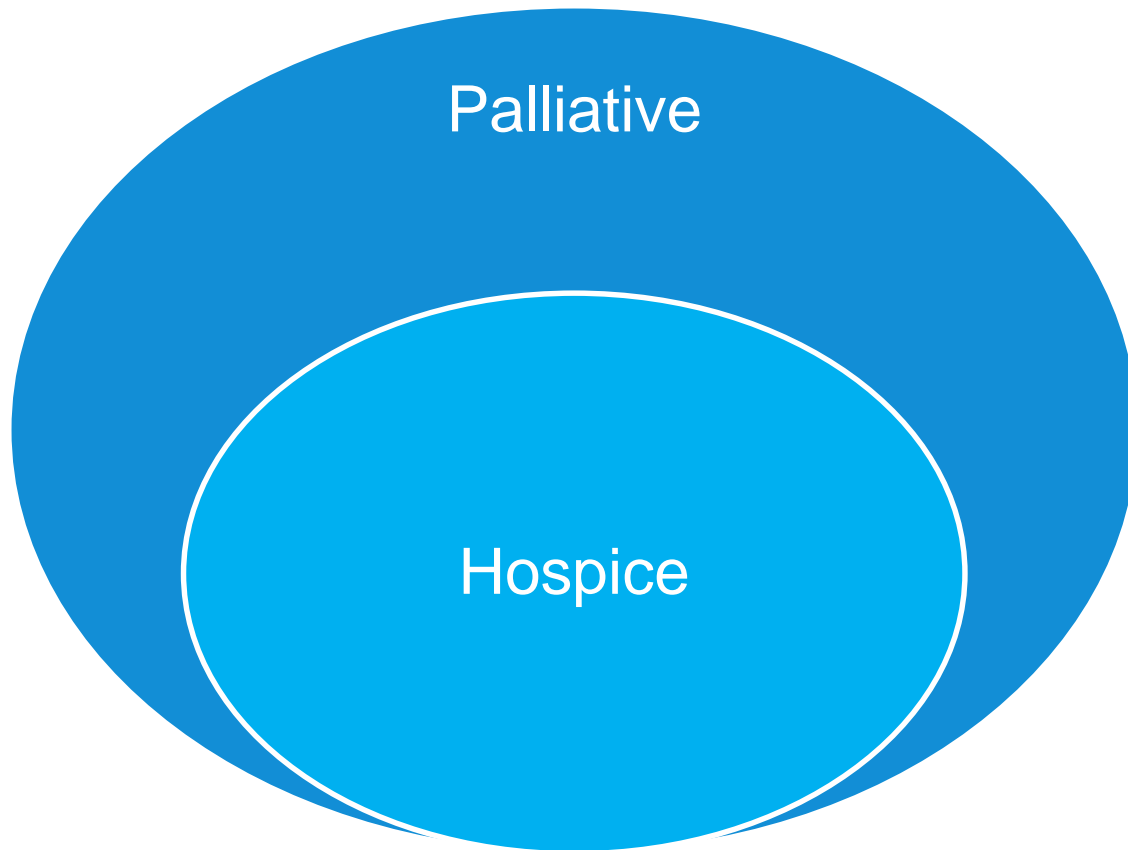
Muddy Waters

→ Worry #3:

Sustainability

The Scope of Palliative Care

“All hospice is palliative, but not all palliative is hospice”



What is Palliative Care?

- Palliative Care is **specialized** medical care for people living with serious illness. It focuses on providing relief from the symptoms and stresses of a serious illness. The goal is to improve the quality of life for patients and families. Palliative Care works consultatively alongside patients' other physicians as an added layer of support.
- Non-Hospice Palliative Care
 - Those who may never choose hospice
 - Those who do not meet hospice eligibility criteria
 - Those upstream of needing hospice services, but with unmet pain and symptom needs

A PLAN TO DEMYSTIFY THE DIFFERENCES

Conduct a Needs Assessment

Here is a resource: CAPC Central

Course 502: Needs Assessment: ensuring successful community-based palliative care

In this course you will learn to:

- 1. Implement a planning process for developing CBPC services
- 2. Identify stakeholders and understand how to assess their need for CBPC
- 3. Implement tools to effectively conduct a needs assessment
- 4. Use synthesized needs assessment findings to influence CBPC program design

Complete a Market Analysis

- Population and demographics
- Non-traumatic deaths
- Cancer deaths, non-cancer related deaths
- Physician specialties by county
- Palliative Care physicians in the area
- Individual county medical synopsis
- Physician relationships
- Managed Care data
- Hospital demographics including beds, occupancy, deaths, discharges and ICU data
- Economic data

What Problem will you Solve?

- Growth of hospice census
- Follow hospice patients discharged alive
- Support an Oncology Clinic
- Population Health Strategy of a payor
- ...because everyone else is doing it

Develop a Business Plan

- Justification for the Palliative Care Program
- Mission Statement and Vision Statement
- Philosophy of Palliative Care vs. Hospice Care
- SWOT Analysis
- Market Analysis
- Delivery Model & Structure
- Marketing Plan
- Implementation Plan
- Evaluation Process
- Budget

Differentiate the Services

→ Will you offer:

- Unscheduled visits
- After hours support
- Personal care and homemaking
- Volunteers
- Attending physician services

COMMUNICATING THE PALLIATIVE CARE MESSAGE

Who is your # 1 Palliative Care Customer?

Online Poll: Who is your #1 Customer?

- A. Patients/People with serious illness
- B. Family members
- C. Physicians and their staff
- D. Hospitals, SNFs, ALFs
- E. Community/general public
- F. Payers

Target Audience Desires

- What do they want?
- What can you offer them?
- Is what you provide important/meaningful to them?

Lessons Learned

MESSAGING FROM THE FIELD

Bluegrass Care Navigators: 2016 Market Research

→ Goal

- Determine palliative care awareness
- Relationship to hospice

→ Focus groups

- Adults age 70+
- Family caregivers of adults age 70+

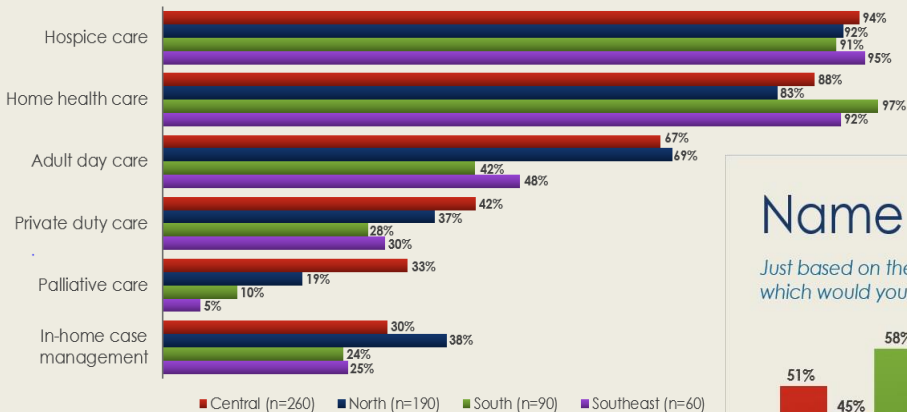
→ Telephone survey Kentucky health care decision makers age 40+

Bluegrass Care Navigators: 2016 Market Research

Awareness of Services

GREAT LAKES
MARKETING
RESEARCH

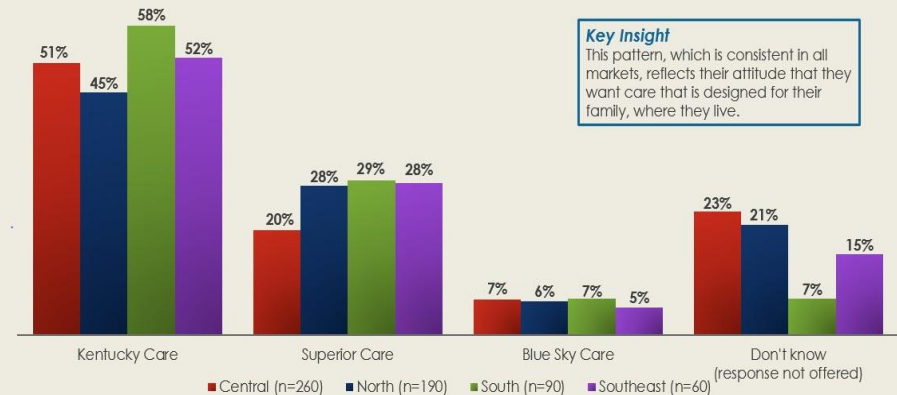
Have you heard of the following type of service being offered in your community?
(Percent "yes" shown)



Name Preference

GREAT LAKES
MARKETING
RESEARCH

Just based on the name, if you had to pick a provider to help you care for a loved one at home, which would you prefer?



Key Insight

This pattern, which is consistent in all markets, reflects their attitude that they want care that is designed for their family, where they live.

Bluegrass Care Navigators: 2016 Market Research

→ Central KY

- Palliative associated with hospice, if known at all
- Too unique for anyone other than physician to recommend

→ Northern KY

- Either new term or associated with non-curative care
- Assumed hospice-type companies provided

→ Southern KY: Had not heard of palliative care

→ Eastern KY: Palliative was new term; had no meaning

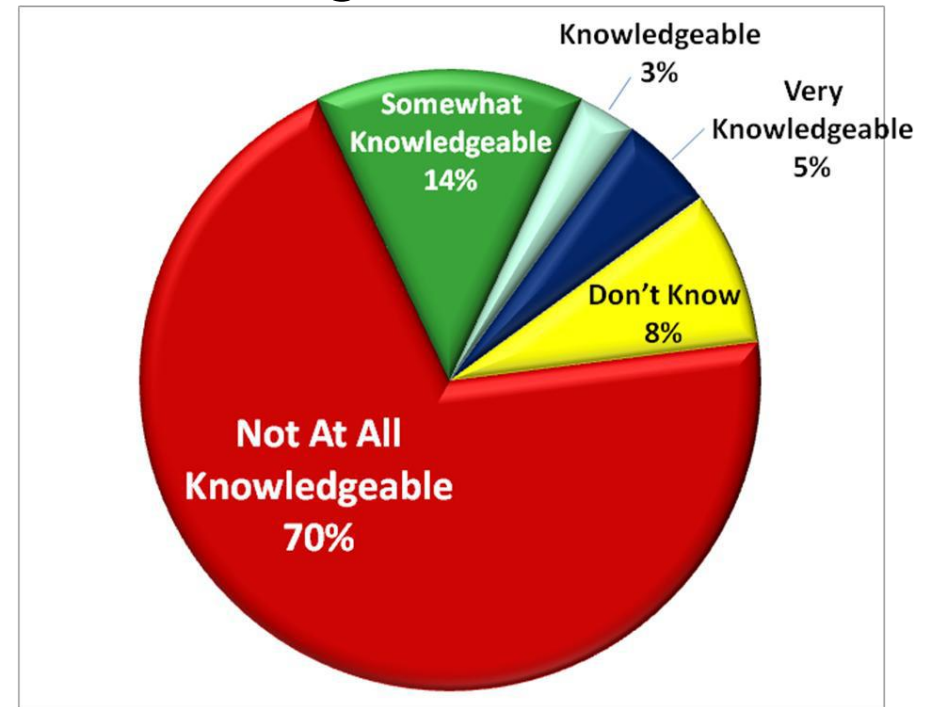
Insight: Physicians Matter

- Caregivers and seniors did not have “source” of information for services in local community
- Without source, relied on physicians for information

CAPC 2011 Public Opinion Survey

- National telephone survey 800 adults age 25+
- Oversample seniors age 65+

Knowledge of Palliative



Appealing Palliative Care Definition

- Specialized medical care for people with serious illness
- Goal to improve quality of life for both person and family
- Provided by team of doctors, nurses, and other specialists who work with patient's other providers to provide extra layer of support
- Appropriate at any age and at any stage in a serious illness
- Can be provided together with curative treatment

Messaging

Bluegrass Palliative Care

→ Target Audiences

- Professional customer vs. Lay consumer
- External vs Internal customers

→ Key messaging to each Audience

→ Our approach

- Using palliative in name vs. alternative

Messaging: Strategic Action Plan

- Target audiences (internal & external) message development
- Multifaceted strategies/tactics by audience
- Measurable goals
 - Process and outcome
 - What is meaningful to your targets?
- Budgets
- Timelines

Messaging: Strategic Action Plan

1999

- Physician-to-physician
- Media stories
- Hospital education, newsletters
- Managed Care meetings to market
- Brochures, advertisements in medical publications

2017

- Targeted Messages
- Provider Messaging
- BCN Staff Messaging
- Consumer Messaging
- Segregated materials for each audience
- One Message @ time
- REPEAT! REPEAT!

Messaging Materials

7 THINGS YOU NEED TO KNOW ABOUT Bluegrass Palliative Care

-  Palliative care is specialized medical care for people living with serious illness.
-  Palliative care is provided by a team of expert palliative care doctors, nurses, social workers and others who work with a patient's other doctors to provide extra support for patients and their families.
-  Palliative care focuses on relief from the symptoms and stress of a serious illness, to improve quality of life for both the patient and the family.
-  Palliative care is for any age and any stage in a serious illness and can be provided along with treatment to cure the illness.
-  The early use of palliative care is becoming the new standard for patients with both advanced cancer and other non-cancer serious illness.
-  Pain and symptoms are better managed with palliative care, resulting in a higher quality of life for seriously ill patients.
-  Studies show a survival benefit with palliative care so patients may live longer and better.

Our team of experts can help relieve your suffering—and improve your quality of life:
855.492.0812 | bgcarenav.org

BLUEGRASS
palliative care
Expert. Connected. Care.



Tying it All Together

ADDRESSING CHALLENGES

Overcoming Internal Obstacles

- “If we have to do that, we’ll keep them in palliative. We do the same thing anyway!”
- “The hospice team is too hard to work with.”
- “I heard another palliative patient died at the nursing home. I told you the palliative team was taking our patients. That’s why our census is down.”

Un-Muddy the Waters

- Know & articulate your Why?
- Clear Messages
 - Keep it simple
 - Discuss one service at a time
 - Use stories to describe the patient differences
- Relationships Matter
- Champions & Physician Leaders

Overcoming Cannibalism

- Set Goals, Measure, share data –
REPEAT
- Joint QAPI project(s); root cause analysis
- Customer Service
- Build Trust – teambuilding

Sustainability

- Philanthropy, but is it a long term strategy?
- Partner subsidies
- Alternative payments
- Managing productivity and scale of services

CAPC Resources

- [Recording](#) and [Slides](#) for April 2017 *Reframing Palliative Care* Webinar
- [Marketing and Messaging Virtual Office Hour](#)
- [Community-Based Palliative Care Needs Assessment and Decision Making Tool](#)
- [Payer-Provider Toolkit](#)
- [PCLC](#) (described on the following slide)

Palliative Care Leadership Centers™ (PCLC)

- Provides customized training and support to organizations interested in starting or growing a palliative care program.
- Focuses on the operational aspects of hospital and/or community-based palliative care program development and sustainability
- Teams work with expert faculty to collaboratively identify topics from a standardized curriculum to cover during the 2-day onsite training.
- Expert faculty serve as mentors for a full year to help teams meet milestones, confront challenges, and celebrate successes.

Palliative Care Learning Centers™

Site	Location
Bluegrass Palliative Care	Lexington, KY
Fairview Health System	Minneapolis, MN
Mount Carmel Health System	Columbus, OH
Northwell Health	New Hyde Park, NY
Presbyterian Health Services	Albuquerque, NM
University of Alabama at Birmingham	Birmingham, AL
University of California, San Francisco	San Francisco, CA
University of Virginia Health System	Charlottesville, VA
VCU Massey Cancer Center	Richmond, VA

Contact:

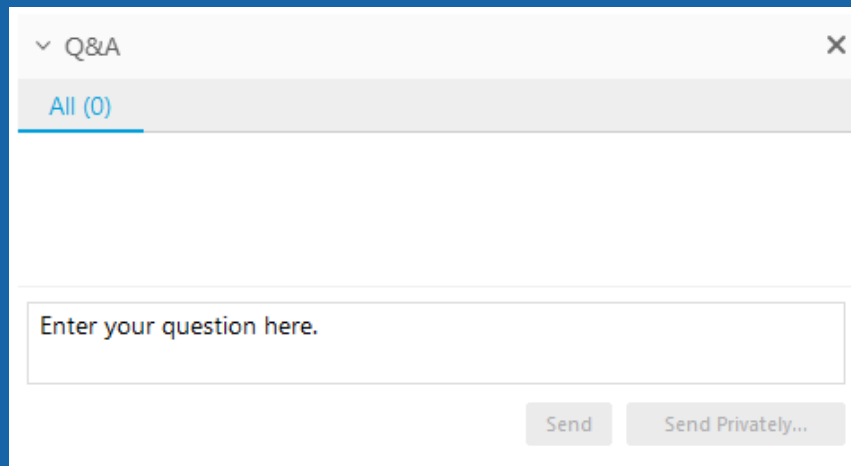
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Questions?

Please type your question into the questions pane on your WebEx control panel.



The image shows a screenshot of the WebEx Q&A interface. At the top, there is a header with a dropdown arrow and the text "Q&A" and a close button "X". Below the header is a tab labeled "All (0)". The main area is a large empty space. At the bottom, there is a text input field with the placeholder text "Enter your question here." and two buttons: "Send" and "Send Privately...".