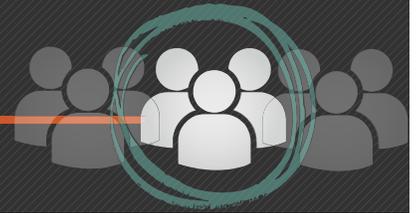


Digital Health for Complex Populations: Pilot Challenge

Designing digital health solutions that meet the needs of low-income, high-need individuals



Host Profile: CMO, Montefiore Care Management

Website: <http://www.montefiore.org/cmo-the-care-management-company>

Challenge Statement

Through this challenge, [CMO, Montefiore Care Management](#) (CMO) seeks a digital health solution that will support efforts to improve appointment attendance rates among health plan members and government program beneficiaries for whom it has care management responsibilities. The majority of CMO's patients have complex or chronic health conditions and most face a variety of socio-economic challenges that affect their ability to attend scheduled medical appointments. CMO estimates that approximately 50 percent of appointments are no-shows. This negatively impacts both patient health outcomes and CMO's ability to meet quality standards. Patients who regularly miss scheduled appointments with their health care providers are at [increased risk for poor health outcomes](#). This is especially true of patients with complex needs who have multiple barriers to keeping medical appointments.

CMO is interested in piloting a digital health solution that will enable its care managers to more effectively communicate with their patients and help patients keep their appointments. Given the widespread use of smartphones and text-enabled cellular phones, applications using those devices will likely be most successful, but CMO is open to other approaches as long as they do not impose costs on patients.

Host Organization's Mission Statement

CMO's mission is to help patients, providers, and purchasers manage and improve the quality and continuity of care while successfully managing medical expenses and improving patient outcomes.

Description of the Host Organization

CMO is [Montefiore Medical Center's](#) full service care management company. CMO was formed in 1996 to provide the administrative and care management infrastructure to support Montefiore's value-based contracts with health plans and government health care programs. Over 1,000 clinicians and staff provide care management for more than 450,000 health plan members and Medicare and Medicaid beneficiaries. Most of CMO's patients are residents of the Bronx, NY, one of the poorest and most ethnically diverse counties in the country. Approximately 49 percent of the borough's residents are Hispanic and more than 38 percent are black. The Bronx has disproportionately high rates of chronic medical and mental health conditions—many residents have chronic medical and behavioral health conditions such as diabetes, asthma, COPD, depression, and anxiety.

CMO uses proven interventions supported by information technology to manage patient care. CMO is involved in hospital care, rehabilitation, outpatient care, professional services, ancillary support,

community-based programs, and other services that help patients return to or maintain optimal health. Programs focus on the [social conditions that influence health](#) and health care costs, using interdisciplinary teams of physicians, nurses, social workers, pharmacists, and [patient navigators](#) to address these challenges. CMO also operates Montefiore's Contact Center, which provides support for more than 30 Montefiore departments and Montefiore's health plans and government health care contracts. The Contact Center's services include appointment scheduling and management for primary care and specialty services, insurance verification, care transition support, patient billing inquiries, member services, and physician referrals, all available in over 100 languages.

Given the interdepartmental work of CMO, the technology partner and product identified through this challenge could fit in to one, or many, of Montefiore's departments, depending on the nature of the technology itself. Based on the submissions it receives through this challenge, Montefiore intends to work closely with its staff to identify during the vendor selection process the best program and patient subset for the piloted technology to target.

History of Tech Collaboration

CMO has long been a leader in the field of care management, due in part to its successful use of technological solutions to record and track interventions. The organization has piloted the use of automated appointment reminder calls to reduce the number of missed preventive services and medical appointments. Other technology initiatives include a real-time automated notification system for tracking emergency department use by high-risk patients and a program that delivers comprehensive diabetes retinal imaging at primary care practices.

Preferred Partner Qualities

CMO's desired partner will have experience working in the health care field, and be able to develop an innovative, patient-focused technological solution appropriate for an ethnically diverse, low-income, high-need population, especially those on Medicaid. The partner should be accessible to and responsive to the CMO staff who will oversee and use the product. The partner will: sign a Business Associates Agreement and a non-disclosure agreement; accept data feeds from CMO; and show program success with data.

Resources Provided

This project will be overseen at CMO by [Allison Stark](#), MD, MBA, senior medical director, and [Urvashi Patel](#), PhD, MPH, senior director of data analysis and reporting. Staff from CMO's data analytics and research unit and disease and case management departments will provide support to this project.

Montefiore also is in the final stages of rolling out the [Epic](#) electronic medical records system throughout its integrated delivery system, and CMO is currently installing the [Acupera](#) population health management system. Both Epic and Acupera have been customized to meet the specific needs of Montefiore programs and users, and will be necessary components of the digital health solution chosen to address CMO's challenge statement.