



May 2019

# NRACC Exemplary Practice Profile: Frances Mahon Deaconess Hospital-Glasgow Clinic



## About the Practice

An exemplary practice, Frances Mahon Deaconess Hospital – Glasgow Clinic is notable for introducing improvements and population health infrastructure that have resulted in significant benefits to the local community. These include a 36% improvement in diabetes poor control and an 18% increase in depression screening over a two-year period.

Originally starting out as a clinic housed in three boxcars delivered to Glasgow, Montana, by the Great Northern Railroad in 1889, the Frances Mahon Deaconess Hospital has grown to become a Critical Access Hospital and Rural Health Clinic, and an integral part of the local community. Since then, many changes have taken place at our hospital, and as new additions were made to the building, best health care practices were also adopted. From general practice to physical therapy to general surgery, our hospital has a multitude of specialties, delivered with the highest standard of care to our eastern-Montana patient population, with the aim of meeting our mission: *“To advance the coordinated delivery of health services guided with respect for the individual needs of our patient thereby improving the health of our regional community.”*

Glasgow’s hospital is not only of critical importance to the healthcare of the town, it is also critical to the surrounding area as our community is geographically isolated. While our town’s population is 3,250, our total patient population is 6,548; 22% are Medicare patients and 16% are on Medicaid. For 99% of them, English is their primary language. Their racial and ethnic make-up is 5,796 whites, 345 Native Americans, 45 Hispanics or Latinos, 25 blacks, 24 Asians, 7 Hawaiians or other Pacific Islanders, and 28 people of other ethnicities. Our community is in a part of the country with a semi-arid climate with long, cold, dry winters and hot, dry summers. The snowfall averages 34.8 inches a year. As of May 2012, our [major industries](#) were retail (23% of employment), public administration (16%), construction (14%), health care and social assistance (7%) and farming and farm services (4%). As of June 2014, the unemployment rate was 3.2%. According to the 2010 census, there are 1,479 households and 834 families living here in Glasgow.

Glasgow has an aging population. The median age was 45.6 years – seven years higher than the national average – and 22.7% of our population was 65-years-old or older, eight percentage points higher than the national average. More than 26% of our households had children under the age of 18; 39.7% of all households were made up of individuals and 19.6% had someone living alone who was 65 years of age or older.

## The Transformation Process

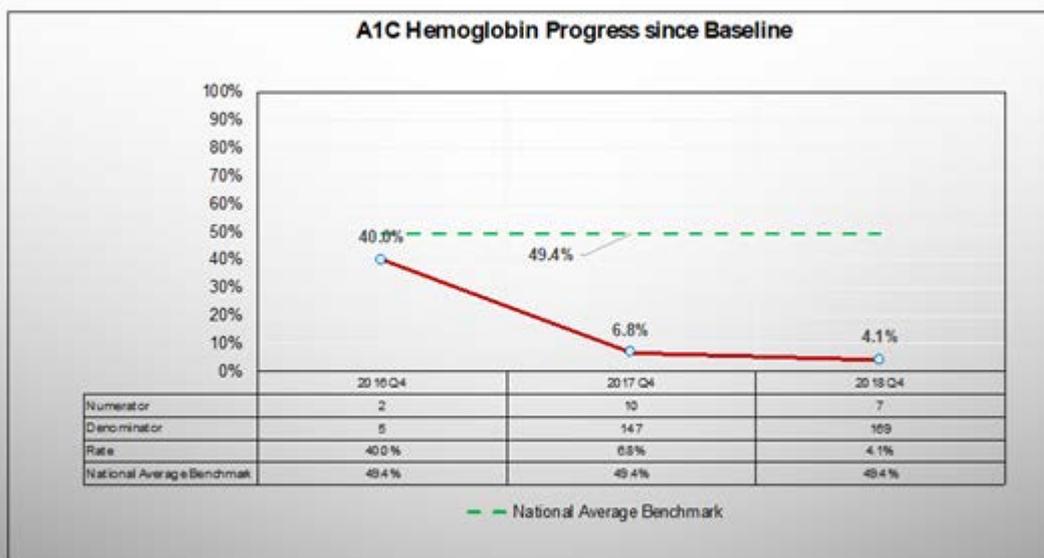
Frances Mahon Deaconess Hospital joined the National Rural Accountable Care Consortium in the spring of 2016. Through monthly coordinating calls with our NRACC Practice Improvement Manager, as well as a site visit, quarterly improvement workshops and calls to answer questions whenever needed, our five primary-care providers and five specialty-care providers began the education process, exploring the benefits of value-based care, and introducing the change into our community.

Ultimately, our practice engaged in the Centers for Medicare and Medicaid Services Practice Assessment and identified areas that could not only help improve our infrastructure, but also help us provide quality care. As we progressed through TCPI, we began to consider migrating to an Alternative Payment Model, which happened in 2018. By the end of 2019, our practice hopes to transition into an Accountable Care Organization that would better support our mission.

Through increasing the number of Annual Wellness Visits each month – from 10-per-quarter at the start of our association with NRACC to 40-per-month by September 2016, we began the process of improving metrics and patient-centered care. As a result of our efforts, Frances Mahon Deaconess Hospital made improvements in nine quality metrics monitored via NRACC.

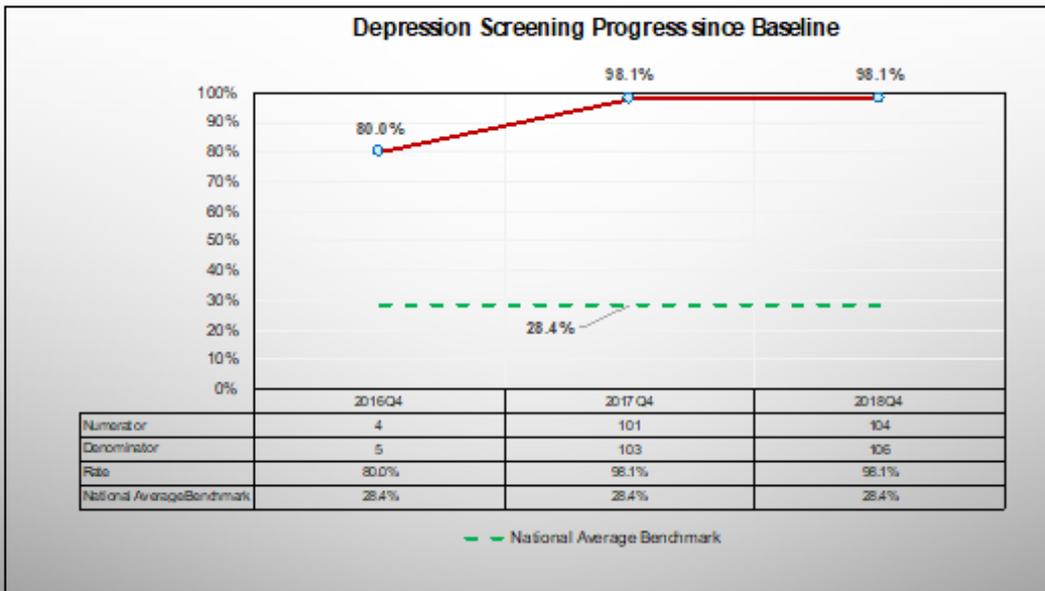
These results were noted as we geared up our Annual Wellness Program, but the fine-tuning of care coordination is an on-going process. Our results have improved our people’s health while saving money. While participating in TCPI, our hospital saw a total cost savings from three quality metrics alone – depression screening, Controlling High Blood Pressure and Hemoglobin A1c – of \$122,357. We achieved these results by better controlling disease through the development of population health programs, a significant increase AWWs, and improved health screenings, a process that created savings through avoiding unnecessary emergency room visits, surgeries and hospitalizations.

## FRANCES MAHON DEACONESS HOSPITAL



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These savings are a direct result of the hard work and dedication of the Frances Mahon Deaconess Hospital team. And, these metrics increased due to streamlined documentation of workflows, as well as an increase in the number of AWV provided to Medicare Part B beneficiaries.

Frances Mahon Deaconess Hospital makes active use of the NRACC Patient Satisfaction Tablet to obtain patient and family feedback. At AWV, patients meet with providers and discuss their results. Our nurses spend ample one-on-one time to educate each patient about their health. Our practice has surveyed 225 Medicare patients since being enrolled with TCPI in 2016, and 98% of them stated that their provider listened, and aided them in self-management for their specific health care issues.

There is a lot of preparation done by our nurses prior to visits. Patients are seeing the nursing staff and providers as part of a team. Ninety-six percent of our patients said that they understood what their providers were communicating to them at these AWV.

Through this method of care for our patients, our practice has received positive feedback after their AWV:

- “I think Kari and Darci should be provider and nurse of the year.”
- “Very informative and agree with the preventative, proactive approach to medical care.”
- “Thanks for the encouragement.”
- “Treated very well with listening and explaining as we went through everything.”