

Choose your population of focus and learn about root causes and assets

Data Review Worksheet:

This worksheet offers a systematic way to record your team's learning as you perform a Data Review to understand the needs and assets of your patients so you can determine the root causes of high utilization and identify assets to leverage. There are several methods that you can use to learn about the needs and assets of your potential population segment. Consider conducting a small series of narrative case studies or use standardized assessment instruments, such as the [HARMS-8](#) and [the PAM](#).

1. Review available data on the larger population to identify overall patterns (e.g., utilization, diagnosis codes, age, and health insurance coverage) that may also impact the chosen population segment.

- a. Review data about this group of patients from available HIT systems.
- b. Sources can include: claims/utilization data from payers or your own system encounter information from the hospital, emergency department, and primary and specialty care systems; behavioral health encounter/claims data if available; primary care electronic health record notes to include problem list, diagnosis codes, care plan, after visit summaries.

2. Interview care providers to learn their perspective on the chosen population's greatest needs and assets. Useful questions include:

- a. Which patient groups have complex needs and are likely to have high health care costs (e.g., frail older adults, children with three or more health conditions)?
- b. What are the needs and assets of people who are not well-served by the current health care system?
- c. What are the biggest challenges your organization faces in fostering good patient outcomes?
- d. What individual or community assets help patients get their needs met?

3. Interview 10 to 15 individuals in the potential population segment to learn their perspectives on assets and needs.

This is often the most overlooked source of deep insight into the real challenges and barriers that are the core root causes of high utilization. The goals of these interviews are to hear the perspective from the patient's lived experience point of view; to understand what is important to them (often different from healthcare's goals), the real-world challenges they face in managing their health conditions and living situations, and to ask what will help them. The art of these interviews is to take off the "healthcare" hat and take a deep listening stance.

- a. Interview ten to fifteen patients identified as being in your potential population segment with complex needs and high costs.
- b. The goal is to hear patient perspective, so the choosing of patients does not have to be really precise. Getting this input early in the process will significantly confirm what you think you know or provide significant new information.
- c. Finding patients to interview:
 - i. Reach out to some individuals with complex needs and high costs identified by claims data.
 - ii. Ask clinicians whom they know to have complex needs, and they think are likely to use hospital services in the near future.

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The following worksheets can help you organize and begin to learn from the information you will be gathering. As you go through each step, record your learning and as a team, consider what it may mean for the root causes of high utilization, assets to leverage, and the design of your enhanced care model.

Worksheet 1: Review of your data.

What data do you have access to that provides insight into patients who are high risk and high cost?

What did you learn from this data e.g. numbers of patients, diagnosis codes, care delivery sites, other?

What themes emerged?

What, if anything, surprised you? What new questions do you have?

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Worksheet 2: Interview care providers who work with your population to learn their perspective.

What did you learn from care providers about this population group?

What, if anything surprised you?

What themes emerged?

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Worksheet 3: Obtain patient perspective.

Patient___ (1, 2, 3, etc.)_____

Summarize the information collected from the patient interviews. If using the HARMS-8, organize the information by those questions.

What strengths and needs are reflected in the answers?

What did the system do that made it worse?

What themes emerged from these interviews? What are the implications for your enhanced care model and the interventions that will be needed?

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Ask Care Team Members (with patient permission):

What do you think is driving healthcare outcomes and use of services for this individual?

Ask Family Members (with patient permission):

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Worksheet 3: Obtain patient perspective.

Part 2 Summary: Summary of Interview Findings

What did you learn?

What themes emerged?

What, if anything, surprised you?

What new questions do you have?

What are you curious about?

What do you think you should do next?