

4 Key Priorities for ACO Success

People, Process, Technology and Financials



Agenda

- ACO Model Options
- Key Considerations for ACO Success
- ACO Maturity Model
- Integrated Care System
- Examples Contributing to ACO Success:
 - People
 - Process
 - Technology
 - Financials
- Questions?



ACO Model Options

- Physician Group Structure (IPAs, PHOs, etc.)
- Physician Hospital Network (Independent and Employed)
- Physician Hospital Network (Employed Only)
- Academic Medical Center Network
- Fully Integrated Delivery System— Physician / Hospital / Payer
- Health Plan / Physician
- Health Plan / Hospital
- Employer Group/Hospital



ACO Maturity Model

Key Activities and Milestones Across the ACO Lifecycle

18-36 Months Monitor, Evaluate & Grow

9-18 Months Implement & Sustain



- O-9 Months
 Assess & Plan
- * Develop Business Plan
- * Leadership/Governance Structure
- * Business Partnerships
- * Gain Sharing, Benchmarks & Patient Assignment
- * Change Management Plan
- * Organizational Readiness

- * Identify Sponsors/Champions
- * Define Health & Wellness Programs
- * Define Cost and Utilization Benchmarks for Local Market
- * Define Reporting Requirements Financial, Clinical, Operations, Compliance
- * Define Enterprise Architecture -Business, Operations, Systems, Data

- * Establish Real-time Feedback
- * Evaluate Clinical Strategy
- * Conduct regular Stakeholder Meetings
- * Enterprise Dashboards
- * Report to Internal ACO Stakeholders and Patients
- * Trend & Predictive Analyses



Integrated Care System





Examples Contributing to ACO Success - People

People

- Culture/Change Management
- Communication Plan
- Organizational/Governance Structure
- Human Capital Management
- Recruitment, Training & Development
- Physician Incentive Plan
- Performance Monitoring
- Catastrophic Patient Management
- Communication and Branding Strategy
- · Patient Engagement

Governance Model and Infrastructure

- Develop appropriate governance and legal structure
- Establish ACO Steering Committee that provides oversight and direction, develops policies, and manages implementation
- Ensure all provider groups in the ACO are represented in leadership/executive committee with shared accountability

Physician Engagement/Pa yment

- Implement single, consistent physician and contracting strategy across system with appropriate incentive plans
- Engage physicians to change practice patterns (practice in teams, implement EHRs, etc.)

Culture/Change Management • Ensure organization's culture supports physician alignment and leadership

Communication & Branding Strategy

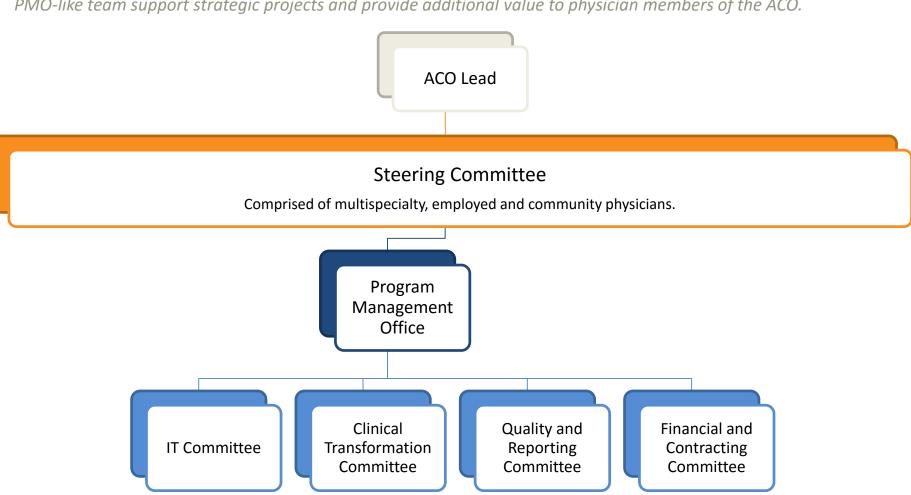
• Develop a brand strategy and communication plan for both the implementation and ongoing operations of the ACO.

Patient Engagement Integrate patient feedback into organizational goals and decision-making.



Example Infrastructure Model

What infrastructure needs to exist to help the ACO mature and drive growth initiatives? How can a PMO or PMO-like team support strategic projects and provide additional value to physician members of the ACO.





Examples Contributing to ACO Success - Process

Process

- Marketing & Product Development
- Contracting/Network
 Management
 - Reimbursement
 - Value Based Benefits
- Population Health Management
- UM/CM/DM
- Clinical Decision Support Guidelines
- Meaningful Use
 - · Admission Diversion
 - Readmission Reduction
- Expand Primary Care Services
 - Nutritionist
 - · Care Coordinators
 - Nurse Practitioners
- Reporting and Performance Management

Population Health Management

- Implement population health tools and programs to improve health outcomes.
- Encourage patients to take an active role in care through shared decision making and communication about self-management, medications and change in lifestyle

Focused Goals

- Direct physicians to highest risk patients and to weightiest quality measures for a Phase 1
- Develop goals for admission diversion and readmission reduction

Care Delivery

 Establish a care management model that "integrates" services from Health and Wellness to Disease/Case Management and that is system wide

Network Management

- Implement strategies to drive network management and practice transformation
- Monitor and manage referral patterns
- Monitor assignment of patient populations and movement in and out of network

Reporting and Performance Management

• Implement reporting and performance management tools to identify trends and provide transparency to physicians.



Example – Population Health Programs

Examples (Tools):

- Mobile applications that provide ongoing health and wellness reminders
- Health assessment, screening programs
- Web portals
- Telephone or online coaching sessions/modules
- Symptom checker/health checkers
- Automated/Web-based appointment scheduling

Examples:

- Tele-Monitoring Programs
- Improved Discharge Planning
- Case Management
- Embedded Care Coordination/Care Transitions
- Home Visiting Programs

Examples:

- Proactively manage chronic illness to prevent low-margin inpatient utilization
- High-touch follow up during transitions of care, home visiting programs, etc.

High Risk/Cost Patient Focused Programs

Health and

Wellness

Programs

and Tools

Outreach Programs

Admission

Diversion

and

Readmission

Reduction Programs

Examples:

- Community Based Public Health Programs
- Education programs for patient and family members
- On-line push programs



Examples Contributing to ACO Success - Technology

Technology

- Interoperable IT Systems
 - EHR
 - PHR
 - Patient Portals
 - Advanced Care Management Systems
 - Care Transition
 Electronic
 Plans/Monitoring
- Enterprise Reporting Systems
 - Clinical, Financial and Operational
- Decision Support
 - Predictive Modeling
 - Workflow/Automate d Triggers

System Integration

- Design and implement and enterprise data strategy to support integrated care delivery
- Connect EHRs across organizations (hospitals, providers, etc.)
- Identify opportunities to integrate with regional and statewide HIEs
- Utilize technology support staff to maintain functionality of the system, aggregate and complete claims across the EMR, while also educating physicians about the systems and reporting requirements.

Reporting

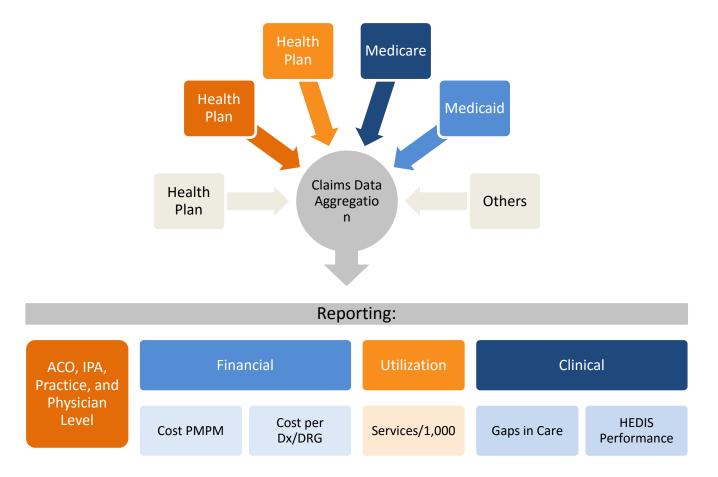
- Ensure enterprise reporting addresses individual and population and financial and clinical data
- Standardize reporting metrics across all providers and patients

Performance Tracking Track compliance and performance against contractual quality goals and published clinical guidelines – by patient, provider and/or practice



Example – Claims Data Analysis Tools

Enterprise wide technology solutions are difficult to develop and implement in a short amount of time, but organizations should evaluate using what data they have in the short-term.





Examples Contributing to ACO Success - Financial

Financial

- Business Plan
- Cost Reporting
- Actuary
- Gains Sharing/Revenue Model
- Capital Budget Planning
- Pay-for-Performance Modeling
- Competitive Cost Benchmarking

Financial and Capacity Planning

- Develop business plan that includes initial investment requirements for implementation as well as ongoing operations
- Ensure financial model offers returns required to support investment and ensure financial goals
- Understand how market and population impact utilization and capacity to help define financial forecasts around resources, capital and costs

Pay for Performance

 Monitor populations directly against contracts, to maximize revenue and savings by closing gaps in care

Total Medical Expenditures

- Understand total medical expenditure and cost drivers across the population of patients; particularly high-risk/high cost patients
- Move some care to lower cost sites of service (e.g., ambulatory clinics versus hospitals)
- Streamline costs through adherence to standards

Physician Incentive Model

- Ensure incentive model accounts for geographic variability and demographic risk
- Ensure model is based on meeting cost targets, quality targets and efficiencies



Questions?

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