ACOs & HCCNs: A Symbiotic Relationship

June 29, 2018
Accountable Care Organization (ACO)

- Relatively new concept envisioned in the ACA
- Organizational structure consisting of healthcare providers and partners with two primary goals:
  - Improve quality
  - Reduce costs (usually, total cost of care)
- Success = improved quality metrics & resource sharing
- Accomplished through robust care coordination strategies powered by data analytics
Why? **Move to Value Based Payment**

APM Framework

At-a-Glance

The **Framework** is a critical first step toward the elimination of unnecessary spending.

- Serves as a model for payers, providers, and stakeholders.
- Quick wins for the health care ecosystem.
- Provides an alternative payment model.
- Acts as a common language and framework.

Value = \( \frac{\text{Outcomes}}{\text{Cost}^{(us)} + \text{Cost}^{(them)}} \) x Risk x Scale

The framework situates existing and potential APMs into a series of categories.

- **C** Rewards for Performance
- **D** Rewards and Penalties for Performance
- **3N** Risk-based payments NOT linked to quality
- **4N** Capitated payments NOT linked to quality

HCP/LAN

Health Care Payment Alliance

iowahealth+
An integrated primary care network is a voluntary, strategic business venture (LLC) of primary care providers that can demonstrate financial and clinical integration.
IowaHealth+ Network Overview

- 160,900+ patients served
- 11 of 13 of Iowa FQHCs
- 66% of patients fall under 100% of FPL
- 44% of patients are eligible for Medicaid
- 25% of patients are uninsured

2017 Data
Purpose of an FQHC-Led Integrated Network

• Safeguard our mission

• Build & better leverage capacity, share investment

• Hold each other accountable to shared standards

• Focus on primary care and successful experience

• Ensure vulnerable patients’ access to care

• One-stop shop for partners/payors/patients

• Vehicle to facilitate practice transformation and payment reform
The best way to predict the future is to create it.

- Identify pro-active plan for success in the face of significant uncertainty at the Federal and State levels
- Create clear priorities and shared vision for IH+ and the Health Centers that creates a clear value proposition
- Establish a thoughtful, step-wise plan for a financially sustainable network and revenue sharing with Health Centers
## IowaHealth+ Model of Care

### Integration of Care
- Medical
- Dental
- Behavioral

### Ensure patients’ timely access to care

### Manage patient care transitions
- Post Emergency Department follow-up as a means of reducing avoidable encounters
- Post inpatient stay follow-up as a means of reducing readmissions and avoidable admissions

### Improve high risk care coordination
- Drive down total cost of care for people with complex conditions and related inpatient utilization

### Provide high quality care
- Improve access to preventive services, screening opportunities, and community supports to overcome social determinants of health.
- Improve chronic disease management among patients living with prioritized chronic diseases (for example, diabetes, hypertension, substance use disorder, etc.).

### Social Determinants of Health

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**Supported by Health Information Data and Analytics**

**Supported by Patient Engagement Strategies**
<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Payer Strategies &amp; Payment Models</th>
<th>Clinical, Care Coordination, Pt Engagement</th>
<th>Data Strategies</th>
<th>Leadership &amp; Culture</th>
<th>Network &amp; Center Service Lines</th>
<th>Financial Planning</th>
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</thead>
<tbody>
<tr>
<td>Jan 2018 – June 2019</td>
<td>Payor partnerships focus on care coordination and capacity-building for more advanced payment methodologies in the future</td>
<td>Define &amp; implement IH+ risk model</td>
<td>Pursue data related to total cost of care</td>
<td>Determine the training &amp; education resources CEOs need to guide transformation in their centers</td>
<td>Evaluate potential network-level potential service such as back office functions, centralized billing, centralized care coordination, etc</td>
<td>Development of expense and revenue budget</td>
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<td>Engage payers around data exchange to empower sophisticated analytics</td>
<td>Define IH+ Model of Care</td>
<td>Procure &amp; implement data analytics solution</td>
<td>Implement IH+ training as Participation Standard</td>
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<td>Network stabilization</td>
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<td></td>
<td>• Prioritize high risk care coordination based on IH+ risk model, transitions of care</td>
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<td>Planning for gainsharing</td>
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<td>• Includes defining priority chronic diseases</td>
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<td>Revenue Cycle</td>
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<td>• Includes defining priority SDOHs</td>
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<td>Management performance improvement project</td>
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<td></td>
<td>Develop initial data analytics plan, reports</td>
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INConcertCare is a non-profit 501(c)4 formed in 1997 by several Iowa and Nebraska community health centers to create an integrated service delivery network to improve access, maximize quality and achieve cost savings.
INCC **Network Overview**

- 11 FQHCs
- Patients/Encounters
  - 149,000 unique patients
  - 357,000 annual encounters
- Specialties
  - Primary Care
  - Dental
  - Behavioral Health
  - School-based Clinics
  - Homeless
  - Ryan White – HIV/HEP C
  - Pediatrics
  - OB/GYN
  - Enabling Services
  - Veterans
  - Immunization Clinics
  - Diabetic Education
  - Onsite Pharmacies
  - Nursing Home
  - Family Planning
Organizational Alignment to Serve Iowa Health Centers

INCC Services:
- Hosted Applications and Vendor Management
- EMR Implementations and Training
- Practice Management and Revenue Cycle
- Clinical Analytics and Data Warehouse
- Performance Improvement Coaching
- Interoperability
- HIPAA Privacy and Security

INConcertCare
Funding:
- HRSA
- Fees

iowa+ Services:
- Performance Improvement Learning Collaborative
- Value-Based Purchasing & Payment Reform
- Data Analytics & Reporting
- Attribution
- Risk Stratification
- Care Coordination
- Population Health Focused

Funding:
- MCOs
- Health Center Investments

Iowa PCA Services:
- Policy & Advocacy
- Quality & Performance Improvement
- Emerging Programs
- Workforce Development
- Outreach & Enrollment
- Health Center Development & Expansion
- Communications

Funding:
- Dues
- State
- HRSA
- Other

Management Agreement

Health Center

INConcertCare

iowa+
Network Analytics Solution

IowaHealth+ recognizes that data is destiny.

IH+ and member health centers are mutually investing in a shared data analytics platform that will
• Empower timely, data-driven, patient-centered care at the health center level
• Facilitate efficient data reporting and effective resource deployment at the network level
• Set centers and the network up for success in risk-based contracting arrangements in the future

Multi-systems approach: We need analytics capabilities that support care management and decision-making systems that are EHR vendor agnostic and allow us to provide cost effective, high quality care regardless of the patients’ payor (or lack of one).

We need to collaborate with our payor partners to access claims and other information to realize the potential of the analytics system.

Current focus: development of standardized risk stratification and care coordination processes/pathways

Approval of analytics procurement was pivotal leadership/commitment moment for IH+ & brought all IH+ members into INCC.
Take Action: **Practice Transformation**

The Transformation Collaborative provides FQHC participants opportunities to:

1. improve clinical outcomes,
2. improve patient experiences,
3. reduce organizational and health care costs,
4. improve staff satisfaction, and
5. maximize the value of the services provided across the health care delivery system.
Key Takeaways

• Healthcare environment is constantly changing and health centers need long-term strategies to protect mission and autonomy

• Data is destiny – need to build data and analytics infrastructure and capacity for tomorrow, play the long-game

• ACO + HCCN collaboration = leveraged resources & infrastructure (money, people, systems, expertise)

• Leadership capacity/buy-in and sound strategy is key to realizing shared goals (becomes reinforcing feedback loop if done right)
Thank you.

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