

# Business Health Partners



GREENVILLE  
HEALTH SYSTEM



OCONEE COUNTY



Southern Weaving



City of Easley



Bradshaw Automotive  
Cytac Carbon Fibers  
Erhardt and Leimer  
Fitesa Simpsonville

ITT Enidine  
Laurens CPW  
NCEES  
Protective Life

Smith Moore Leatherwood  
Staubli Corporation  
TEI Construction Services  
YMCA

**GHS partners with more than 130 employers for business health**

# APM Adoption Barriers

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GREENVILLE  
HEALTH SYSTEM

43 EMRs

Wide geographic distribution and rural areas

Physicians still receive FFS-based reimbursement

Increased cost in infrastructure and specialized expertise

Need for more frequent data



1. Enablement services for CINs/ACOs and integrated delivery systems
2. Research and academic health center partners
3. Healthcare delivery system transformation, payment reform and public policy

## ***CCI Vision***

Empower transformation for better health.

## ***CCI Mission***

Innovate. Create Value. Drive Quality.

## ***CCI Brand Promise***

Accelerating healthcare transformation together.

# Care Coordination Institute Services



ACO/CIN operations and support  
to meet the demands of population health

## OPERATIONAL SERVICES

*Delivered directly by CCI*

- Risk Stratification
- Care Model Processes
- Evidence-Based Clinical Guidelines
- Quality Reporting, Management & Improvement
- ACO/CIN Operations
- Comprehensive Call Center
- Business Intelligence
- Advanced Analytics
- Product Development
- Education & Training
- IT Enabled Health
- Project Management & Process Improvement

## STRATEGIC ADVISORY SERVICES

*Methodologies, frameworks, templates  
& support provided by CCI\**

- CIN/Network Development
- Value-Based Benefit Plan & Product Design
- Policy Development & Advocacy
- Care Management
- Business Health
- Strategic Communications
- Community Engagement Programs
- Community Health Improvement Services

\*Recommended that operational capacity  
for delivery be local to ACO/CIN.

**TOOLS AND INFRASTRUCTURE** (Caradigm, Orion, NextGate, Salesforce/V12)

**BUSINESS OPERATIONS** (Human Resources, Finance & Accounting, Information Technology)



# CCI Supported Successes

1. Care model and care management capabilities
2. Specialized expertise and focus on APMs and APM success
3. Robust network-wide data collection, aggregation and analysis



# GREENVILLE HEALTH SYSTEM

[ghs.org](http://ghs.org)   

# Henry Ford Health System

Successes, Opportunities & Lessons With Advanced APMs



## Wright Lassiter

Senior Director, Global  
Health Policy,  
Government Affairs and  
Policy Office



# Advanced APMs for over 30 years

**hap 50<sup>th</sup>**

**1960's**

- 1956** UAW President Walter Reuther revisions plan featuring preventive care and doctors working on salary
- 1960** UAW opens Community Health Association (Now HAP)
- 1960** Dr. Frederick Malt named Executive Director, CHA
- 1961** Anna Roosevelt (FDR's daughter) serves as Community Relations Director
- 1967** Enrollment in CHA reaches 77,000 after initial 1961 enrollment of 4,000 members

**1970's**

- 1972** Blue Cross Blue Shield acquires CHA and renames it Metro Health Plan, Inc. (MHP)
- 1973** Jim Wolworth named President & CEO
- 1976** HAP becomes licensed HMO
- 1979** MHP separates from BCBS; MHP, Henry Ford Hospital, business, labor and automakers announce a new alliance: Health Alliance Plan (HAP)

**1980's**

- 1982** HAP membership reaches 100,000
- 1984** Metro Hospital & Health Centers becomes Metro Medical Group, a HAP division; William Alvin is MHP's Administrative Director
- 1986** HAP becomes subsidiary of Henry Ford Health System
- 1986** HAP introduces HAP Senior Plus
- 1988** HAP becomes 7th - largest HMO in the US, with acquisitions of Independence Health Plan and Medical Value Plan

**1990's**

- 1991** 1st plan in US to measure and publicly report quality of care via HEDIS®
- 1993** HAP earns NCQA (National Committee for Quality Assurance) Full Accreditation
- 1995** HAP membership reaches 500,000
- 1996** HAP launches Alliance Health & Life Insurance Company, PPO and POS
- 1998** Cleve Killingsworth named President & CEO

**2000+**

- 2001** HAP acquires SelectCare HMO & POS, adds St. John, Oakwood, and Beaumont to system
- 2004** Francine Parker named President & CEO
- 2005** HAP and Henry Ford Medical Group 1st in Michigan to launch ePrescribing with UAW & automakers
- 2008** HAP expands from 9 to 23 counties; regional office in Flint opens
- 2009** William Alvin named President & CEO
- 2011** HAP launches haphealthcarereform.com website
- 2011** Members rated HAP "Highest in Member Satisfaction among Commercial Health Plans in Michigan for the fourth consecutive year," according to the J.D. Power and Associates 2011 U.S. Member Health Insurance Plan Study

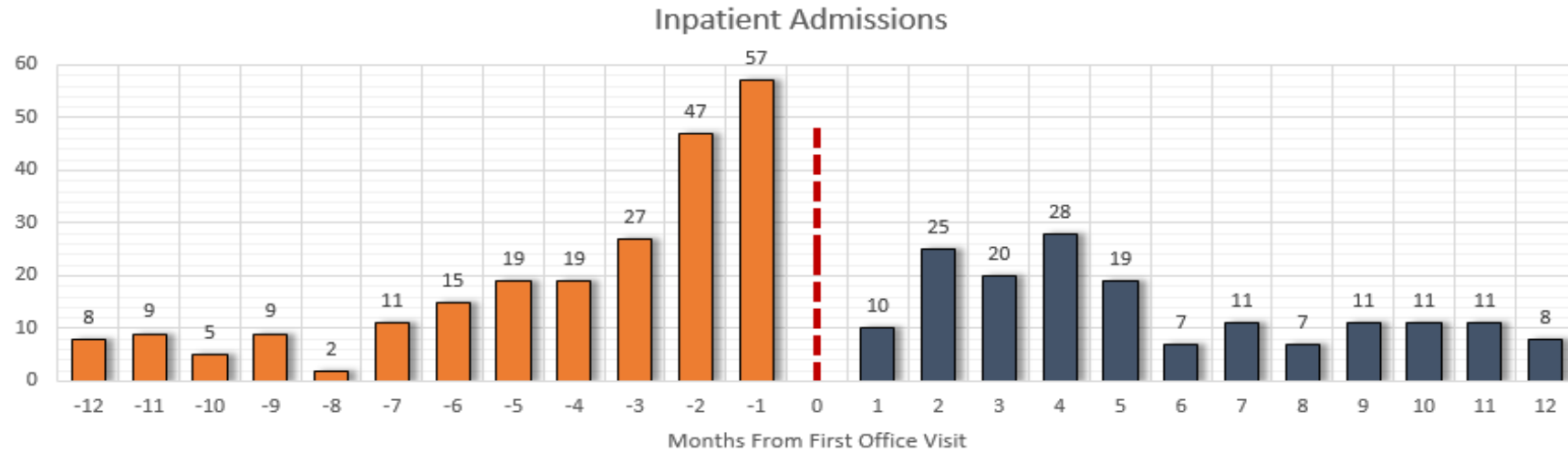
*Proud of our past. Prepared for the future.*

# APMs – Next Generation ACO

HFHS selected as one of 18 participants (only one in MI) – Reasons for participation include:

- Financial model more appealing than MSSP or Pioneer
  - Target based on market trends and past performance with HCC acuity adjustment
  - “Pass through” costs removed from target
  - 80% upside/downside risk (full capitation available in 2017)
  - Prospective infrastructure payments available

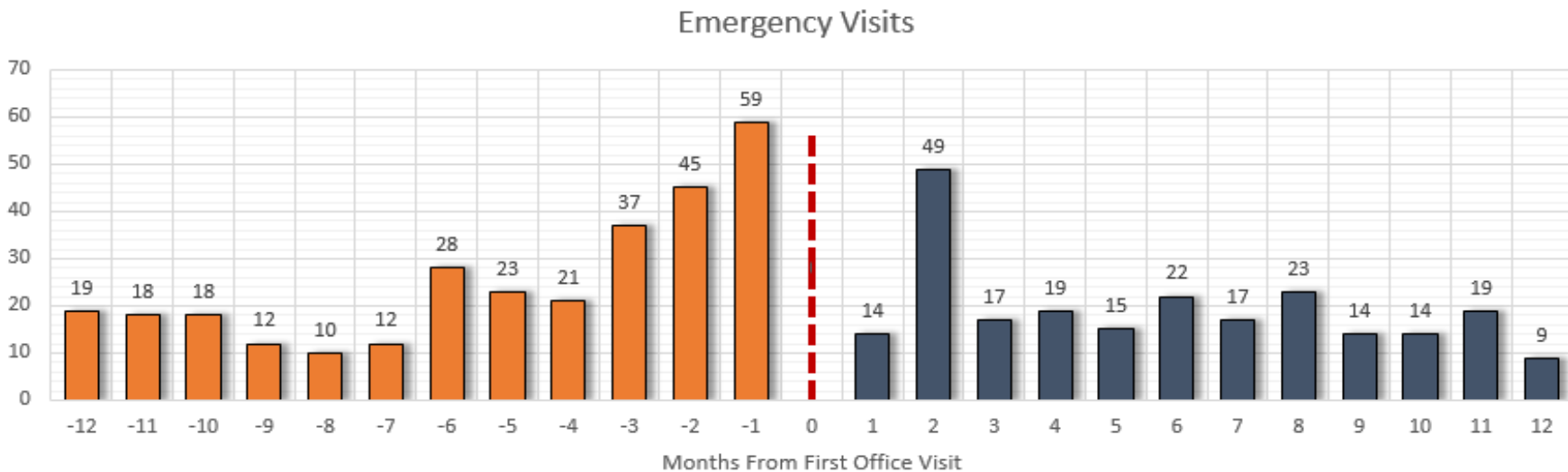
# HFHS-HAP Population-Based Payments: Comprehensive Care Centers



Admissions Before ACC  
228

Admissions After ACC  
168

Admissions Reduced  
60



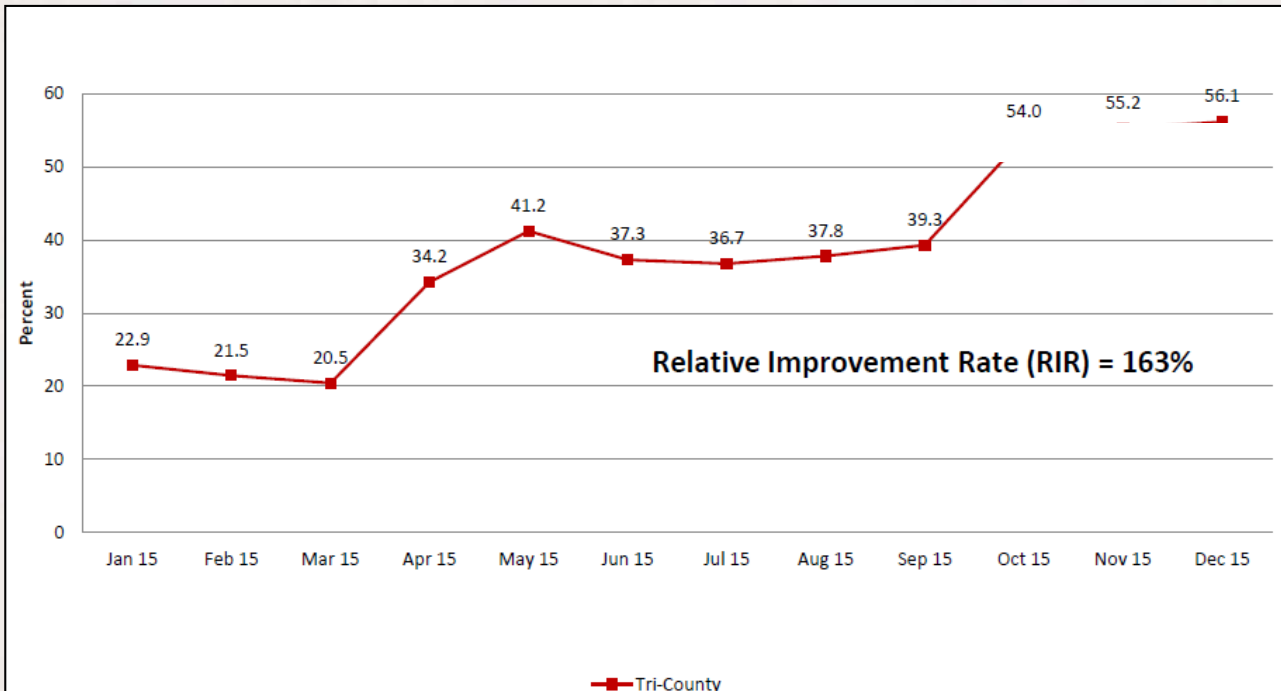
ER Visits Before ACC  
302

ER Visits After ACC  
232

ER Visits Reduced  
70

# HFHS-HAP Population-Based Payments: Post-Acute Program

% 7-Day Follow-up Appt with PCP at 56%; still challenged with patients keeping appointments



SNF Readmission Rates, Tri-County Collaborative – variable but dropping

