



HIMSS¹⁹ CHAMPIONS OF HEALTH UNITE

Global Conference & Exhibition
FEB 11-15, 2019 | ORLANDO

Embracing Risk: One CIN's Progressive Value-Based Care Success

Session #91, February 13, 2019

David LaMarche, Chief Administrative Officer, Eastside Health Network

Sara Rutherford, Quality Program Manager, Eastside Health Network

Presenters



David LaMarche, MBA
Chief Administrative Officer
Eastside Health Network



Sara Rutherford, MPH, RHIA
Quality Program Manager
Eastside Health Network

Learning Objectives

- Identify how to build the right infrastructure for value-based care
- Explain how to leverage data to improve care quality and reduce costs
- Describe how to activate and empower patients and providers
- Demonstrate the effectiveness of a gradual approach to value-based care



Agenda

- Introduction of Eastside Health Network
- Imperatives driving Value-Based Care
- Value-Based Landscape
- Impact on Providers
- Road Ahead



EASTSIDE HEALTH
NETWORK

EvergreenHealth

OVERLAKE
MEDICAL CENTER & CLINICS

EASTSIDE HEALTH NETWORK



- Public hospital district established in 1972; today, serves nearly 850,000 residents in northern King and southern Snohomish counties
- EvergreenHealth Kirkland includes a 318-bed medical center, 15-bed inpatient hospice facility, four medical specialty buildings and a Level III emergency department
- EvergreenHealth Monroe, includes a 72-bed medical center with emergency department, and specialty care
- 12 primary care clinics, 5 urgent care clinics, free standing emergency department in Redmond
- Offers the largest home health and hospice agency in the Puget Sound area

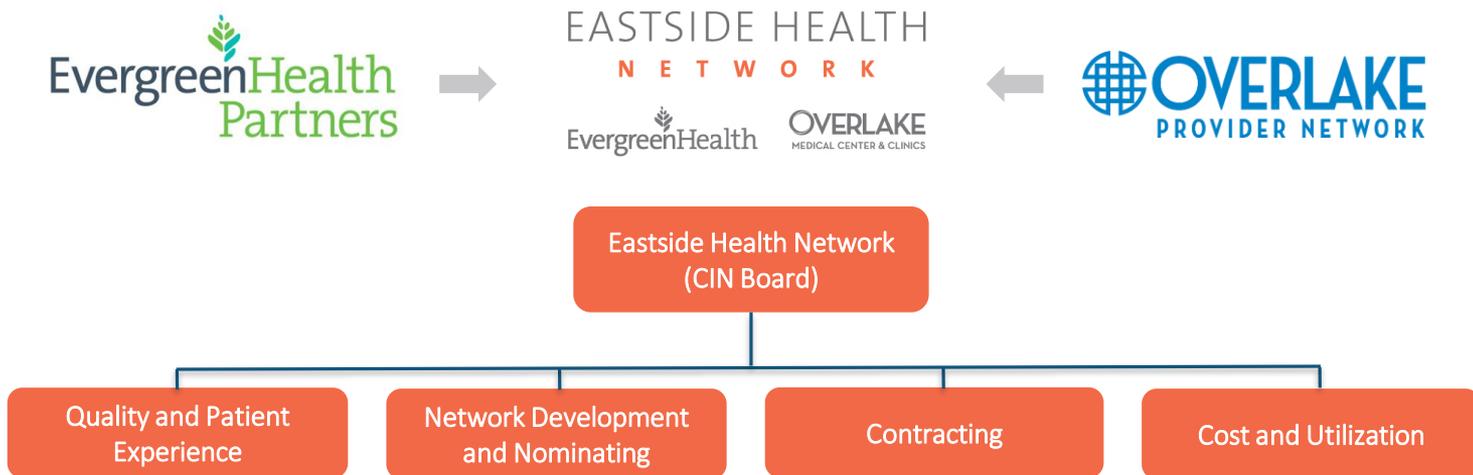


- Non-profit, non-tax supported medical center established in 1960; With a main hospital campus in the Eastside core of Bellevue, Overlake today serves roughly 850,000 King County residents
- Overlake Medical Center, licensed for 349-beds and the first Level III trauma service on the Eastside offers primary and specialty care ranging from cardiac and cancer care to general and specialty surgery
- 10 primary care clinics, 5 urgent care clinics and 14 specialty clinics including Senior Health Clinic and Specialty School for grades K-12
- Offers one of the largest psychiatric health programs in greater Puget Sound



EASTSIDE HEALTH NETWORK

Joint venture Clinically Integrated Network (CIN) formed in 2017 to improve the health and well-being of the Eastside community.



Geographic Footprint

190 Practices

1,416 Providers

Primary Care Service Area:
King and Snohomish counties

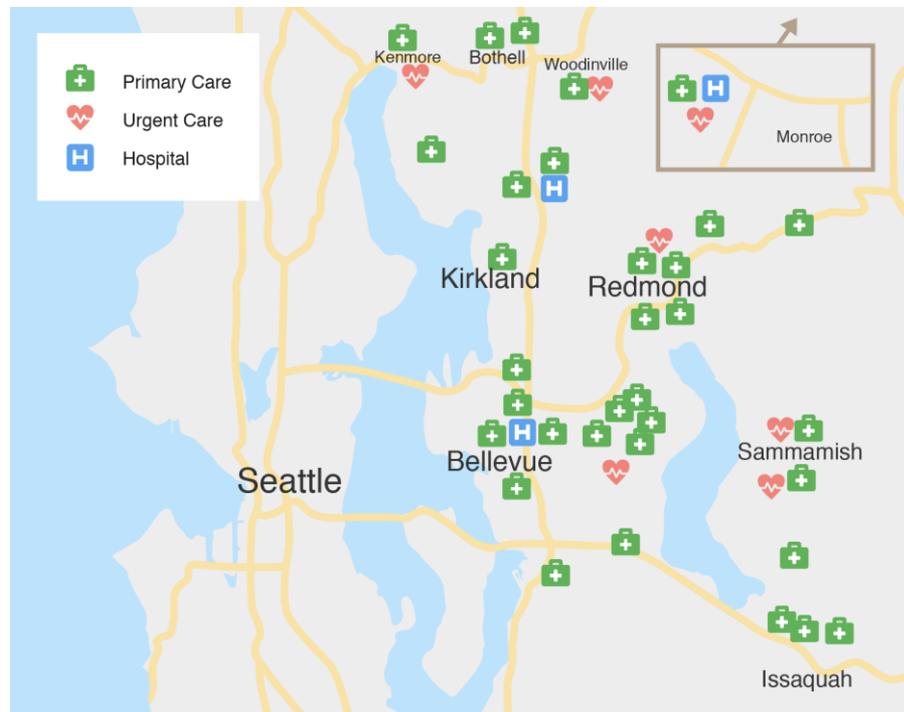
44 Primary Care Locations

- 254 Providers

10 Urgent Care Clinics

4 Hospital Facilities

- EvergreenHealth
- EvergreenHealth Monroe
- Overlake Medical Center
- Snoqualmie Valley Hospital



Our Community

Patient Population:

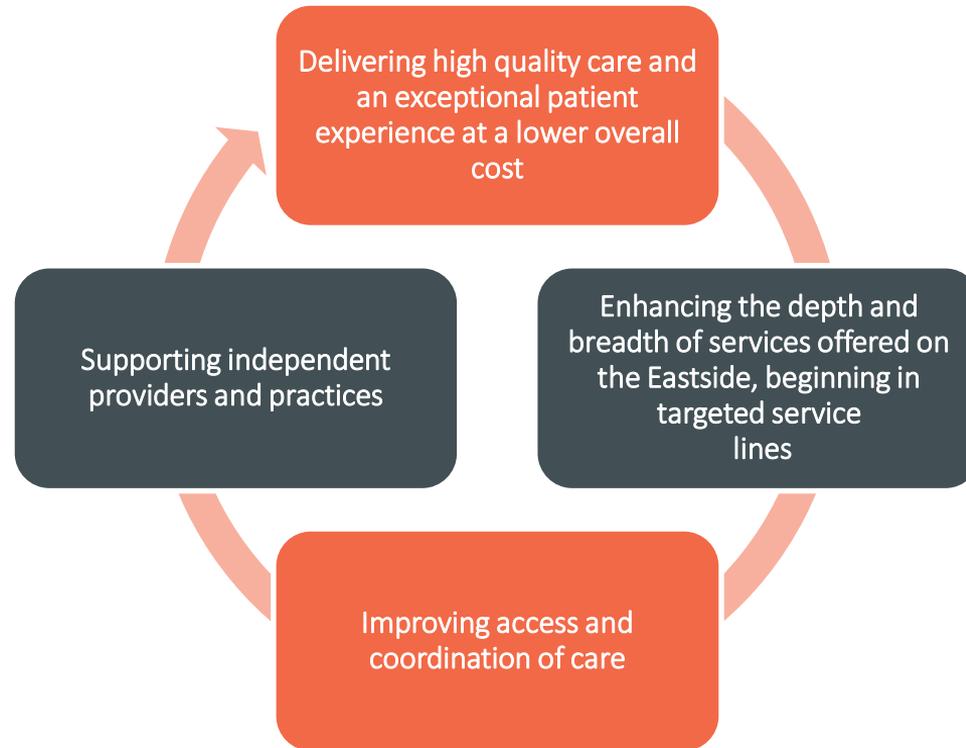
- Several large area employers
- High rate of commercial insurance
- Low literacy with using insurance
- Tech tolerant and savvy
- High degree of diversity
 - Multicultural, non-native
 - May have little experience with U.S. health care system
 - Member expectation of consigner service level

Payer/Provider Landscape:

- Pacific Northwest is already a high quality, low cost region
- Payers splintering insurance products; transferring risk to providers
- Significant provider consolidation
- Historical alignment with Seattle-based providers pulls patients out of network
- Primary competition:
 - Kaiser Permanente
 - UW Medical Center & MultiCare
 - Optum / DaVita
 - Providence Health System



Value-Based Principles



EHN Imperatives for 2019

Our network is in the middle of significant transition as we add a substantial number of Medicare Advantage lives to our portfolio. The key elements for our success:

- Manage out-of-network utilization
- Centralize scheduling across disparate systems
- Improve specificity of diagnostic coding to accurately capture risk
- Coordinate patients across the full continuum of care
- Innovate and extend the reach of care management



Many Expectations in the VBC Space



Strategy for embracing progressive risk – four types of VBC contracts

Definitions

Value-Based Care: arrangement that brings value (cost/quality) into the equation. Contrasted to Fee-For-Service

Narrow Network: Select group of providers who are “in-network”

Benefit design: Structure of member responsibility for services they receive (copay, co-insurance, deductible, out-of-pocket max, etc.)

Clinically Integrated Network: A group of aligned providers who seek to function virtually as a single clinical entity.

Population Health: The approach of caring for an entire community of patients, matching resources to needs



Population Health Landscape

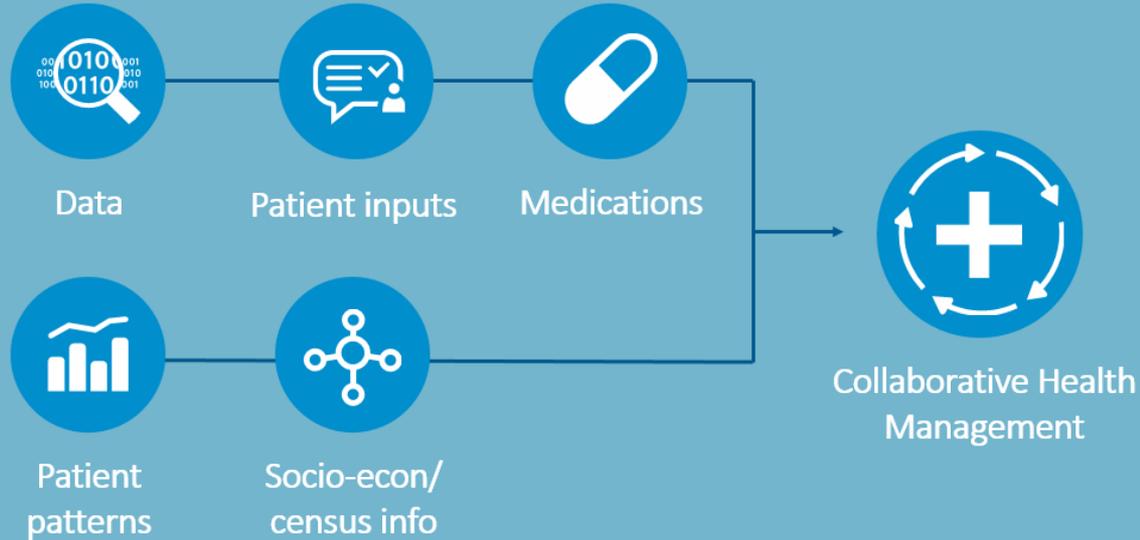
Contract Type	Incentive-Based	Shared Savings	Upside/Downside Risk	Full Capitation
Current Distribution	25%	45%	15%	15%
Example	Medicare Advantage	ACO Attribution	Designated	Self-Insured
Care Management (Provider, RN Care Manager, Social Worker, Pharmacist, Medical Assistant, Population Health Coordinator)	<i>Focus on:</i> <ul style="list-style-type: none"> HCCs Annual Wellness Visits HEDIS/STAR ratings 	<i>In addition:</i> <ul style="list-style-type: none"> Hospital readmissions Transitions of care Drive appropriate ED/hospital utilization High and rising risk management Prescription optimization 	<i>In addition:</i> <ul style="list-style-type: none"> Non-traditional care pathways Phone/email/telemedicine visits Surgical fitness/appropriateness Chronic care management, patient-centered goals, shared care plan End-of-life care planning 	<i>In addition:</i> <ul style="list-style-type: none"> Site of service review Non-reimbursed care Member incentives to increase engagement Promotion of care communities Increased access and support for utilization of behavioral health Optimize in-network resources for patients
Patient Profile (established or Wellcentive report type)	<ul style="list-style-type: none"> Care gaps by contract 	<i>In addition:</i> <ul style="list-style-type: none"> High utilizers report (ED, hospital) High risk/cost patients 	<i>In addition:</i> <ul style="list-style-type: none"> Uncontrolled diabetics report Palliative care candidates (CHF, COPD, cancer) 	<i>In addition:</i> <ul style="list-style-type: none"> Holistic patient profile of utilization compared to national benchmarks In-network utilization

Financial risk and allocation of network resources



Population Health Tools

How do our partnerships benefit you?



Population Health Tools

ACO Patient
Crossley, Elias
Coding Gaps: 3 Care Gaps: 4

practice fusion
Patient Lists: Elias Crossley x Sabrina Smith x

Elias Crossley | PRN: CE380228 | 82 yrs F | Invite to Patient Portal | ...

Summary | Timeline | Profile | Actions

Go to... | Print chart | New encounter (SOAP)

Flowsheets
- Vitals

Diagnoses
Show by Term
Patient has no active diagnoses
No active diagnoses.

Patient risk score
No patient risk score recorded

Social history

Smoking status
No smoking status recorded

Gender identity

Allergies
Drug allergies
Patient has no known drug allergies

Food allergies
No food allergies recorded

Environmental allergies
No environmental allergies recorded

Medications
Patient has no active medications

Implantable devices
Patient has no implantable device

Encounters
No encounters for this patient

Messages
No messages for this patient

Appointments
No appointments for this patient

Population Health Tools

Practice Fusion | Patient: **Elias Crossley** | PRN: CE380228 | 82 yrs F

Summary | Timeline | Profile

Allergies

- Drug allergies**: Patient has no known drug allergies.
- Food allergies**: No food allergies recorded.
- Environmental allergies**: No environmental allergies recorded.
- Medications**: Patient has no active medications.
- Implantable devices**: Patient has no implantable device.

Encounters: No encounters for this patient.

Messages: No messages for this patient.

Appointments: No appointments for this patient.

ASHD NATIVE CORONARY ARTERY W/O ANGINA PECTORIS (RxHCC-188)

Dx Code (ICD-10)	I25.10
Date of Service	11/10/2017
Measurement Year	2017

HYPERLIPIDEMIA UNSPECIFIED (RxHCC-46)

Dx Code (ICD-10)	E78.5
Date of Service	5/11/2017
Measurement Year	2017

TYPE 2 DIABETES MELLITUS W/DIABETIC NEPHROPATHY (HCC-18)

Dx Code (ICD-10)	E11.21
Date of Service	5/11/2017
Measurement Year	2017

Population Health Landscape

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Financial risk and allocation of network resources



#HIMSS19

Clinical Example

Contract Type	Incentive-Based	Shared Savings	Upside/Downside Risk	Full Capitation
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Patient profile:

Out of care with chronic disease maintenance

- Diagnosis of diabetes
- No HbA1c done in last 12 months
- No nephropathy screening done in last 12 months
- No dilated retinal exam completed



Clinical Example

wellcentive

Patient Compliance Report Reports

Patient Compliance Reports > Report View/Edit > Preview

EHN: Aetna Care Gaps Export

First Name	Last Name	Date Of Birth	Primary Physician	PCP Provider Group	Last Office Visit	Outreach Done in Last 3 Months?	Well Child Visit Gap (3-6 Years)	Mammography Gap	Colorectal Screening Gap	Cervical Screening Gap	ACE-I/ARB Lab Monitoring Gap
			Chi-Hyun Kim	Overlake Medical Clini...	08-07-2018	No	No	Yes	No	No	No
			Hans Vatheuer	EvergreenHealth Prima...	07-05-2018	No	No	No	No	No	Yes
			Michael Magee	Magee Endocrinology	10-01-2018	No	No	No	No	No	No
			Buckley Eckert	EvergreenHealth Prima...	08-03-2018	No	No	No	Yes	No	No
			Cheryl Allen	Bel-Red Internal Medic...	11-28-2018	No	No	Yes	No	No	No
			Jessica Swenson	Overlake OB/GYN	07-12-2018	No	No	No	Yes	Yes	No
			Neil Kaneshiro	Woodinville Pediatrics	10-19-2018	Yes	Yes	No	No	No	No
			Alan Johnson	Snoqualmie Ridge Me...	04-19-2018	No	No	No	Yes	No	No
			Teresa Girolami	Bel-Red Internal Medic...	11-02-2018	No	No	Yes	No	No	No
			Tyler Kuhk	Overlake Medical Clini...	10-30-2018	No	No	No	Yes	No	No
			Noel Chia	EvergreenHealth Prima...	04-26-2018	No	No	Yes	No	No	No
			unknown The Everett C...	The Everett Clinic - Bell...	09-06-2018	No	No	Yes	No	No	No
			Gary Chimes	Lake Washington Spor...	11-02-2018	No	No	No	Yes	No	No
			Unknown Aetna	EHN External	11-14-2018	No	No	Yes	No	Yes	No
			Madhavi Mandala	Overlake Medical Clini...	11-07-2018	No	No	No	Yes	No	No
			Garrett Yam	Interlake Medical Center	07-15-2017	No	No	No	No	No	No
			Marty Kjos	EvergreenHealth Prima...	11-28-2017	No	No	No	Yes	No	No
			Mitchell Nudelman	Bellevue OB/GYN	06-11-2018	No	No	No	No	Yes	No
			Norman (Hong) Min L...	Interlake Medical Center	11-13-2018	No	No	No	Yes	No	No
			Luba Kihichak	EvergreenHealth Prima...	02-27-2018	No	No	Yes	Yes	Yes	No
			William McKee	EvergreenHealth Prima...	02-08-2018	No	No	No	Yes	No	No
			Unknown Kaiser Perm...	Kaiser Permanente	11-18-2016	No	No	Yes	Yes	Yes	No
			Alan Johnson	Snoqualmie Ridge Me...	11-26-2018	No	No	No	Yes	No	No
			Kristi Moffat	EvergreenHealth Prima...	10-17-2018	No	No	Yes	Yes	Yes	No



Population Health Landscape

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Financial risk and allocation of network resources

Clinical Example

Contract Type

Incentive-Based

Shared Savings

Upside/Downside Risk

Full Capitation

Patient profile:

High utilizer

- 3+ Avoidable emergency department visits within the past 6 months,
- 2+ Unplanned inpatient admissions within the last 45 days,
- Or combination of the two



Clinical Example

wellcentive

Patient Compliance Report Reports [Advanced](#)

Patient Compliance Reports [Report View/Edit](#) [Preview](#)

CM: High Utilizers Export

First Name	Last Name	Date Of Birth	Primary Physician	PCP Provider Group	Payer Name	Care Managers	Last ER Visit Date	Last ER Visit Provider Name	Last Hospital Admission	Last Hospital Discharge	Last Office Visit Date	Last Office Visit Provider Name	Resource Utilization Band
			Marie Bilger	Woodinville Pediatrics	Self, Cigna-Collaborati...	N/A	12-20-2018	David Stowe	N/A	N/A	12-27-2018	MELISSA KIN...	3 - Moderate
			Chi-Hyun Kim	Overlake Medical Clini...	Cigna-Collaborative Ac...	N/A	12-13-2018	N/A	06-08-2018	06-09-2018	11-28-2018	TERESA PLISK...	5 - Very High
			Unknown Eastside He...	Eastside Health Network	Premiera-Personal Care	N/A	07-23-2018	Richard Camp...	N/A	N/A	09-27-2018	ROBERT GNEI...	3 - Moderate
			Abigail Ebersol	EvergreenHealth Intern...	United Healthcare, Pre...	Starr Niego, LSWAIC	01-08-2019	N/A	01-08-2019	12-27-2018	12-21-2018	JENNIFER LEE	5 - Very High
			Jonathan Cook	EvergreenHealth Obste...	Cigna-Collaborative Ac...	N/A	11-04-2018	Jonathan Cook	11-04-2018	11-05-2018	09-16-2016	Jonathan Cook	4 - High
			Madhavi Mandala	Overlake Medical Clini...	Cigna-Collaborative Ac...	N/A	01-05-2019	N/A	N/A	N/A	10-02-2018	WERNER CHRI...	3 - Moderate
			Unknown EH Signature...	EvergreenHealth Prima...	Self, First Choice Everg...	N/A	01-10-2019	N/A	01-10-2019	01-11-2019	12-20-2018	Staci Swan	3 - Moderate
			Unknown VM - Kirkland	Virginia Mason	First Choice Evergreen...	N/A	11-17-2018	Raul Borromeo	06-28-2017	06-30-2017	10-26-2017	EDWARD LEO...	0 - No or Only Invalid
			Unknown Cerner	EvergreenHealth Kirkla...	First Choice-EHN Attri...	N/A	01-04-2019	Elizabeth Kvoc...	10-22-2018	10-27-2018	10-09-2018	Amy Hoing	3 - Moderate
			Kelsey Tanaka	Overlake Medical Clini...	Aetna-ACO Attribution	N/A	11-28-2018	N/A	02-03-2018	02-03-2018	11-26-2018	Overlake Medi...	5 - Very High
			Unknown Cerner	EvergreenHealth Kirkla...	UW Medicine ACN-Boe...	N/A	10-04-2018	John Strayer	N/A	N/A	04-21-2018	SHERYL HORT...	3 - Moderate
			Norman (Hornig Min) L...	Interlake Medical Center	Aetna-ACO Attribution	N/A	11-24-2018	Overlake Hosp...	11-11-2018	11-08-2018	01-04-2019	OLAV JAREN	4 - High
			unknown UWHW	Unknown EHP Practice	First Choice Evergreen...	N/A	01-10-2019	N/A	01-10-2019	01-13-2019	11-08-2018	Amanda Dise	5 - Very High
			Unknown VM - Kirkland	Virginia Mason	First Choice Evergreen...	N/A	01-14-2019	Chad Crystal	N/A	N/A	01-03-2019	ROBERT RHO	5 - Very High
			Karen Wells	Center For Women's H...	Regence-Accountable ...	N/A	01-12-2019	Karen Wells	01-12-2019	N/A	05-02-2016	Kyle Krekow	0 - No or Only Invalid
			Renu Chawla	Overlake Internal Medi...	AETNA, Aetna-ACO Att...	N/A	12-28-2018	N/A	N/A	N/A	11-20-2018	N/A	5 - Very High
			Unknown Cerner	EvergreenHealth Kirkla...	UW Medicine ACN-Boe...	N/A	01-03-2019	N/A	01-03-2019	01-04-2019	11-13-2018	ERIC YIM	5 - Very High
			Joseph Lee	Overlake Internal Medi...	PREMERA BLUE CROS...	N/A	11-15-2018	N/A	06-15-2017	04-15-2017	11-16-2018	JOSEPH LEE	5 - Very High
			Unknown Overlake Fa...	Overlake Family Medic...	Group Policy, Aetna-AC...	N/A	11-04-2018	Overlake Hosp...	N/A	N/A	11-04-2018	N/A	3 - Moderate
			Jeong Kim	Inglewood Family Health	MEDICARE PART B, Co...	Debi Jefferson, RN	12-29-2018	N/A	01-03-2019	01-03-2019	12-06-2018	Jeong Kim	5 - Very High
			Unknown EHN Provider	Unknown EHP Practice	Premiera-Personal Care	N/A	10-21-2018	Kevin Hori	N/A	N/A	03-16-2018	ANNE JO NES	2 - Low
			Hans Vatheur	EvergreenHealth Prima...	First Choice-EHN Attri...	N/A	01-04-2019	Pilar Baquero	01-07-2019	01-09-2019	11-14-2018	STEVEN RITT...	4 - High
			Unknown Eastside He...	Eastside Health Network	Regence-Accountable ...	N/A	10-26-2018	Austin Gross	N/A	N/A	03-09-2018	EMERISSE SH...	5 - Very High

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Financial risk and allocation of network resources



Clinical Example

Contract Type

Incentive-Based

Shared Savings

Upside/Downside Risk

Full Capitation

Patient profile:

Uncontrolled diabetic

- Diagnosed with type I or II diabetes
- Last HbA1c result > 9%
- BP may be > 140 / > 90
- May have recent ED or hospital utilization, or out of care with PCP



Clinical Example

wellcentive ♥ ⚠ ⚙ 👤 📊 🍃

Patient Compliance Report Reports

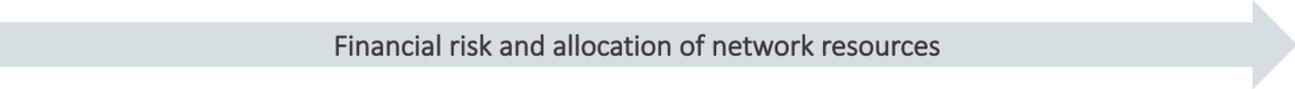
Patient Compliance Reports ▶ Report View/Edit ▶ Preview

CM: Uncontrolled Diabetics (HbA1c >= 8%)

First Name	Last Name	Date Of Birth	Primary Physician	Payer Name	Care Managers	Resource Utilization Band	Chronic Condition Count	Office Visit in Last 12 Months	Date	Value	Last 3 HbA1cs	Date
Christopher	Telge		First Choice Evergreen,...	Cardiac-Pulmonary Re...	5 - Very High	24	Yes	06-26-2018	9.3	05-30-2018	8.4	03-09-2018
Unknown	Overlake Fa...		First Choice Evergreen,...	N/A	5 - Very High	21	Yes	02-07-2018	9	02-07-2018	N/A	N/A
Unknown	Cerner		UW Medicine ACN-Boe...	N/A	5 - Very High	21	Yes	01-03-2019	9.5	01-03-2019	N/A	01-12-2018
Sabrina	Yon		Aetna-ACO Attribution	N/A	5 - Very High	19	Yes	12-27-2018	8	08-23-2018	7.2	08-22-2018
Luba	Kihichak		Aetna-ACO Attribution	Robin Hayes, RN	5 - Very High	18	Yes	10-26-2018	8.7	06-22-2018	8.3	03-14-2018
Phillip	Milam		Aetna-ACO Attribution	Robin Hayes, RN	5 - Very High	18	Yes	06-22-2018	9.9	03-22-2018	9.9	10-04-2017
Joseph	Lee		Cigna, United Healthca...	N/A	5 - Very High	18	Yes	09-28-2018	13.9	06-10-2018	8.3	06-10-2018
Kurt	Billett		PREMERA PPO / POS, ...	Lorena Salazar, RN	5 - Very High	17	Yes	07-23-2017	9.3	07-23-2017	N/A	10-31-2011
Chi Kit	Gall		Aetna-ACO Attribution	N/A	5 - Very High	17	Yes	09-26-2018	8.1	06-05-2018	8.1	11-15-2017
Wilson	Chan		First Choice-EHN Attri...	N/A	5 - Very High	16	Yes	01-03-2019	8.2	03-08-2016	8	03-08-2016
Melissa Van Tassel-Ha...			OTHER, AETNA, Aetna...	N/A	5 - Very High	15	Yes	09-04-2018	9.9	03-06-2018	10.6	02-25-2014
Thomas	Dawson		Commercial Insurance...	Debi Jefferson, RN	5 - Very High	15	Yes	10-19-2018	10.4	06-29-2018	9.5	12-05-2017
Unknown The Everett ...			Aetna-ACO Attribution	N/A	5 - Very High	14	Yes	08-17-2017	12.4	08-17-2017	N/A	04-10-2017
Paul	Buehrens		REGENCE SELECTION...	Lorena Salazar, RN	5 - Very High	14	Yes	03-21-2018	8.2	12-08-2017	7.3	12-08-2017
Chao-Ching	Wu		ZENITH, FIRST CHOIC...	Lorena Salazar, RN	4 - High	14	Yes	04-16-2015	8.1	N/A	N/A	N/A
Debra	Chaput		PREMERA PPO / POS, ...	Lorena Salazar, RN	4 - High	13	Yes	10-25-2018	8.4	05-11-2018	9.2	11-21-2017
Colleen	Pacem		United Healthcare Atla...	N/A	5 - Very High	12	Yes	01-09-2019	8.9	01-09-2019	N/A	10-23-2018
Gregory	Aeschliman		Aetna-ACO Attribution	N/A	4 - High	12	Yes	12-17-2018	8.3	09-21-2018	8.4	07-09-2018
Nonna	Morgenroth		First Choice Evergreen,...	Annie Cheung, LICSW, ...	4 - High	12	Yes	08-30-2018	10.4	12-20-2017	10	12-20-2017
Unknown First Choice			First Choice-EHN Attri...	N/A	5 - Very High	12	Yes	12-07-2017	8.7	12-07-2017	N/A	N/A
Unknown Eastside Fa...			Group Policy, Aetna-AC...	N/A	4 - High	12	Yes	01-02-2018	8.4	06-14-2017	8.7	11-21-2016
Janet	Larsen		First Choice Evergreen,...	N/A	4 - High	12	Yes	12-19-2018	8.8	03-27-2018	7.1	01-04-2017
Yakov	Grinberg		Aetna-ACO Attribution	Debi Jefferson, RN	5 - Very High	12	Yes	06-26-2018	11.3	06-27-2017	8.0	06-27-2017
Colleen	Pacem		Aetna-ACO Attribution	N/A	4 - High	12	Yes	01-03-2019	8.6	07-17-2018	7.8	07-16-2018
Joseph	Lee		Cigna, Cigna-Collabora...	N/A	5 - Very High	12	Yes	12-07-2018	8.8	09-17-2018	7.4	04-10-2018

Population Health Landscape

Contract Type	Incentive-Based	Shared Savings	Upside/Downside Risk	Full Capitation
Current Distribution	25%	45%	15%	15%
Example	Medicare Advantage	ACO Attribution	Designated	Self-Insured
Care Management (Provider, RN Care Manager, Social Worker, Pharmacist, Medical Assistant, Population Health Coordinator)	<i>Focus on:</i> <ul style="list-style-type: none"> • F-CCs • Annual Wellness Visits • F-ED S/STAR ratings 	<i>In addition:</i> <ul style="list-style-type: none"> • Hospital readmissions • Transitions of care • Drive appropriate ED/hospital utilization • High and rising risk management • Prescription optimization 	<i>In addition:</i> <ul style="list-style-type: none"> • Non-traditional care pathways • Phone/email/telemedicine visits • Surgical fitness/appropriateness • Chronic care management, patient-centered goals, shared care plan • End-of-life care planning 	<i>In addition:</i> <ul style="list-style-type: none"> • Site of service review • Non-reimbursed care • Member incentives to increase engagement • Promotion of care communities • Increased access and support for utilization of behavioral health • Optimize in-network resources for patients
Patient Profile (established or Wellcentive report type)	<ul style="list-style-type: none"> • Care gaps by contract 	<i>In addition:</i> <ul style="list-style-type: none"> • High utilizers report (ED, hospital) • High risk/cost patients 	<i>In addition:</i> <ul style="list-style-type: none"> • Uncontrolled diabetics report • Palliative care candidates (CHF, COPD, cancer) 	<i>In addition:</i> <ul style="list-style-type: none"> • Holistic patient profile of utilization compared to national benchmarks • In-network utilization



Learning Lab for VBC

Employee Plans for EvergreenHealth and Overlake:

- Plan design geared to improve utilization and member engagement
 - Custom tiers with alignment to preferred provider partners
 - Formulary management – very engaged pharmacy team
 - Centers of Excellence – service-line specific (Ortho, Spine)
 - Provider engagement in referral management

Opportunities:

- Exploration with third parties related to technology and member engagement
 - Patient care resource plan
 - 98point6 – chat-based primary care



HIMSS19
CHAMPIONS
OF HEALTH UNITE

A community-wide approach



Value of EASTSIDE HEALTH NETWORK

For Patients:

- Improved coordination between care providers as a result of data integration
- Support from extended care team provides clarity in an otherwise confusing health system
- Ensure right care in the right setting
- Engagement of family, payor and network resources

For Providers:

- Clinical guidelines optimize the role of primary care and emphasize appropriate referrals to specialty care
- Data integration speeds identification of complex patients, and pools them into a defined clinical pathway
- Additional support by care management nurses, pharmacy, social work reinforces care plan and helps navigate complex patients towards improved outcomes



The Road Ahead – Move with Purpose

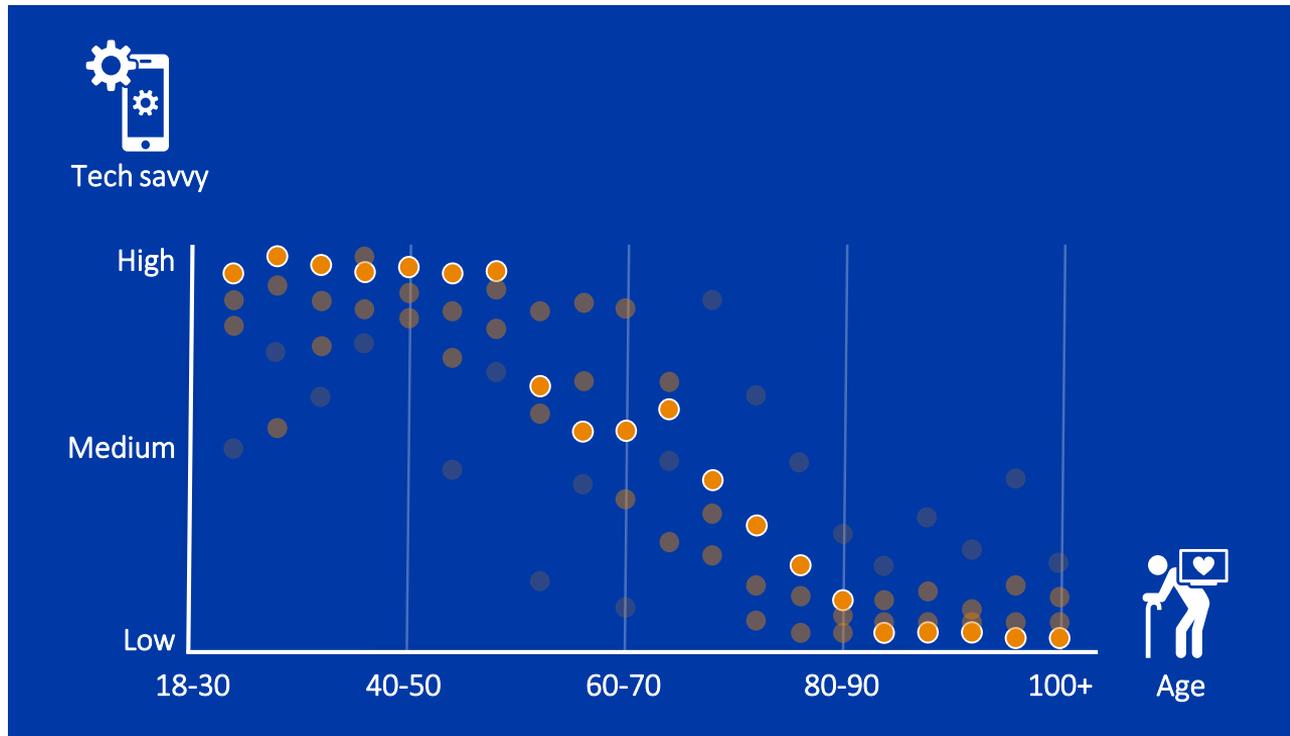
- Incentive dollars only available for a limited time
- Benefit design will be key to success with risk-based products, along with:
 - Network sufficiency/referral management
 - Breadth of services
 - Data integration
- Organizational willingness to take risk, shift resources, and cultivate provider leadership
- Provider community alignment and engagement
- Payor and employer partnership and realistic expectations
- Taking the long approach



Technology Use Across Age Bands

How to prioritize IT solutions as needs vary by age band?

Balancing investment, patient risk, and rate of uptake



Our Needed IT Solutions

- Referral management:
 - Network tiering by health plan product – ensure patients stay in-network
 - Advanced provider search algorithm to meet a patient’s specific needs
 - Ease of provider use – sharing records, status updates, patient plan
 - Centralized scheduling across disparate systems:
 - Single look-and-feel for the network
 - Next generation care management:
 - Virtual visits – keeping up with today’s mobile workforce
 - Remote patient monitoring for high risk/vulnerable patients
- ➔ Meeting the needs of an evolving consumer population



Questions?

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