

Lessons Learned

Pioneer to Next Gen to MSSP 3

The Leadership Institute Roundtable
October 18, 2017



OSF
HEALTHCARE

OSF HealthCare

Mission, Vision, Values

OUR MISSION

In the spirit of Christ and the example of Francis of Assisi, the Mission of OSF HealthCare is to serve persons with the greatest of care and love in a community that celebrates the Gift of Life



Our Vision

Embracing God's great gift of life,
we are one OSF Ministry transforming health care
to improve the lives of those we serve.

Our Values

Compassion • Employee Well-being • Integrity • Justice • Leadership •
Stewardship • Supportive Work Environment • Teamwork • Trust

OSF HealthCare

ACUTE CARE HOSPITALS



OSF HealthCare Saint Francis Medical Center PEORIA, ILLINOIS

- Level 1 Trauma Center
- Teaching Affiliate of the University of Illinois College of Medicine
- 629 licensed beds
- Distinct rehab unit
- College of Nursing
- Transplant center



OSF HealthCare Saint Anthony Medical Center ROCKFORD, ILLINOIS

- Level 1 trauma center
- 254 licensed Beds
- College of Nursing
- Regional burn center



OSF HealthCare Saint Anthony's Health Center ALTON, ILLINOIS

- 203 licensed beds



OSF HealthCare St. Joseph Medical Center BLOOMINGTON, ILLINOIS

- Level II trauma center
- 149 licensed beds
- Skilled nursing unit



OSF HealthCare Saint Elizabeth Medical Center OTTAWA, ILLINOIS

- 97 Licensed beds
- In and outpatient behavioral health
- Affiliated Center for Health – Streator has robust outpatient services and free-standing emergency center
- Level II trauma center



OSF HealthCare St. Mary Medical Center GALESBURG, ILLINOIS

- 81 licensed beds
- Level II trauma center
- Rural referral center



OSF HealthCare Saint James-John W. Albrecht Medical Center PONTIAC, ILLINOIS

- 42 licensed beds
- Sole Community Hospital



OSF HealthCare St. Francis Hospital & Medical Group ESCANABA, MICHIGAN

- 25 licensed beds
- Critical Access Hospital



OSF HealthCare Saint Paul Medical Center MENDOTA, ILLINOIS

- 25 licensed beds
- Critical Access Hospital



OSF HealthCare Saint Luke Medical Center KEWANEE, ILLINOIS

- 25 licensed beds
- Critical Access Hospital



OSF HealthCare Holy Family Medical Center MONMOUTH, ILLINOIS

- 23 licensed beds
- Critical Access Hospital



Integrated Health Care



OSF Physician Enterprise is a comprehensive, integrated network of health care facilities, services, physicians:

- OSF Multi-Specialty Group of approximately 530 physicians
- 404 advanced practitioners
- 250 physician offices and clinics
- Approximately 1.7 million annual patient visits
- 325 specialty physicians

Three systemwide service lines:

- **Cardiovascular** – 80+ providers
- **Children's**
 - 132 devoted inpatient beds with 500+ full-time equivalent employees
 - Home of Jim and Trudy Maloof St. Jude Midwest Affiliate clinic and the nation's first St. Jude-affiliated pediatric hematology/oncology division
- **Neurosciences**
 - 60+ member physicians
 - Offers many complex neurological services not available outside major metropolitan areas – such as a Level 4 Epilepsy Center and a Comprehensive MS Center



Oncology Services:

- The Center for Cancer Care offers virtually all outpatient cancer services in one location and is the regional leader in cancer care.

Ambulatory Services:

- **Ambulatory Care Sites**
 - 13 Centers for Health, 13 OSF PromptCares, 75 OSF HealthCare Medical Group locations
- **Home Health Services**
 - Telemonitoring and Case Management
- **Home Medical Equipment**
- **Hospice Services**
- **OSF Hospice Home** – 16-bed facility
- **OSF Pharmacies**
 - Two retail pharmacies
- **OSF Rehabilitation** – hospital and outpatient



Supportive Services:

- **Aviation**
 - Average 2,200 patient transfers per year by four licensed helicopters
- **Medical Education**
 - Nine residency programs with 223 residents, five fellowship programs with 19 fellows, one general dentistry residency with four residents, one general pharmacy residency with four residents, one pediatric specialty residency with one resident
- **Ministry Shared Services**
 - Compliance, Facilities and Management, Healthcare Analytics, Health and Wellness Services, Hosting, Performance Improvement, Retail Services, Supply Chain, Marketing & Communications
- **Preferred Skilled Nursing Network**



Learning is about the

journey,

not the

destination



The OSF Accountable Care Journey

1998 - 2008	OSF HealthPlans
2012 - 2015	Pioneer ACO
2016	Next Gen ACO
2017 - ?	MSSP Track 3

Medicare Advantage?

Three Systems Framework

Good governance accelerates outcomes improvement



Leadership, Culture, and Governance

What should we be doing?



Best Practice



Analytics

How are we doing?

How do we change?



Adoption



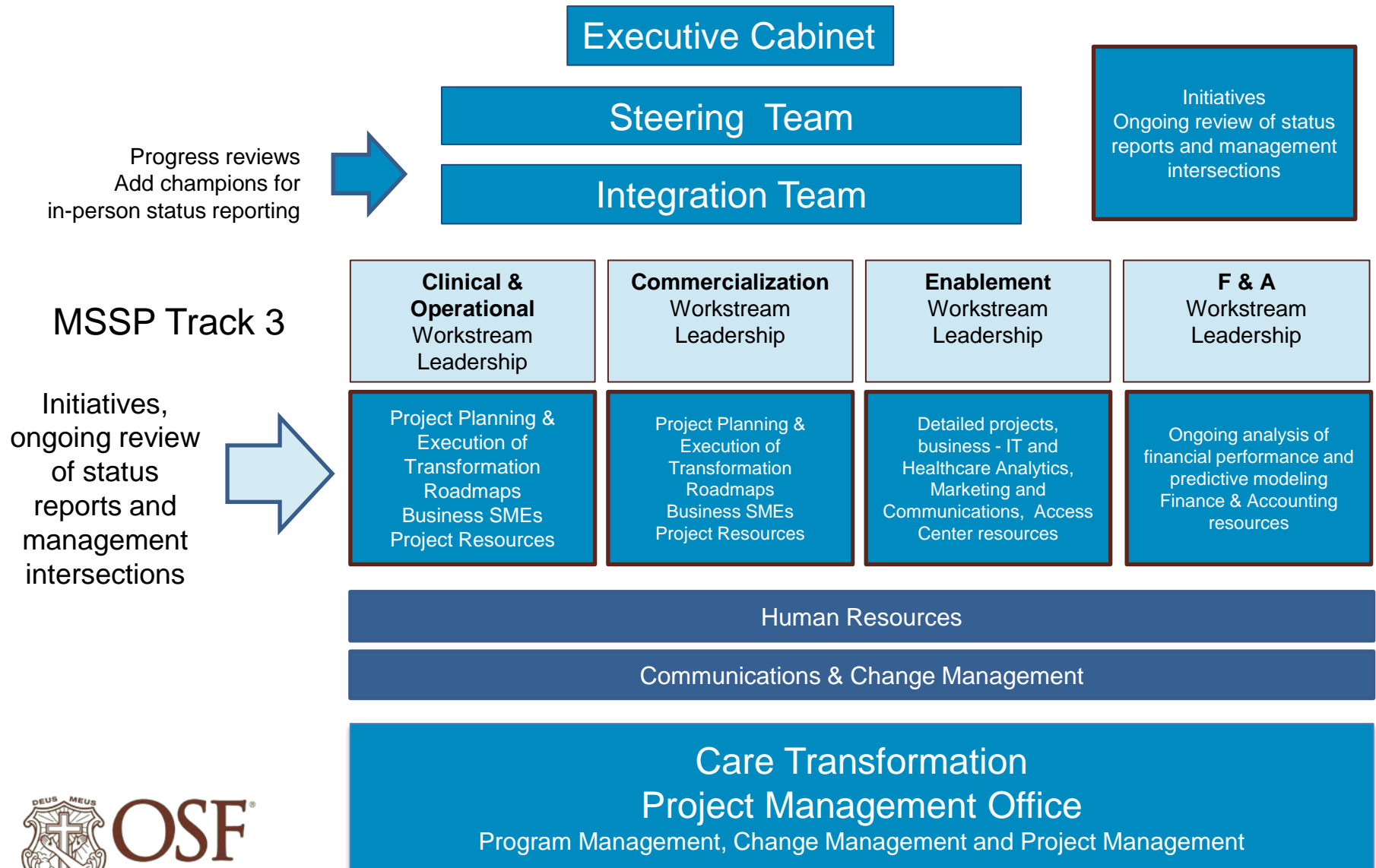
Outcomes Improvement

Financial Alignment

How are we financially compensated?



Program Governance and Working Teams



Roles and Responsibilities

Executive Sponsor

- Executive direction and oversight
- Communicates to MSSP Track 3 ACO Steering Team
- Aligns leaders across the Ministry
- Ensures achievement of goals and objectives
- Reports outcomes achieved

ACO Consultant

- Provides mentorship to Champion
- Acts as first contact for Champion regarding formation of workgroup, generation of ideas, and implementation of changes and establishment of metrics

MSSP Tactic Champion and Workgroup leader

- Identifies and takes action to overcome organizational barriers
- Escalates unmitigated risks to Executive Sponsor
- Serves as change champion
- Sets timeline for completion and ensures workgroup effectiveness
- Communicates with Executive Sponsor
- Complete status reporting the first of each month
- Attend one Integration Team meeting per month and provide verbal status report in person or via Lync
- Forms workgroup and leads group to accomplish defined tactics

Workgroup member

- Serves as a team member and contributes expertise in resolving problem
- Provide operational knowledge
- Identifies risks and discusses with Champion
- Ensures timelines adherence
- Acts as a change agent within the organizational areas they influence

Performance Improvement Portfolio Management Office

- Provides selected tools from Rapid Improvement toolkit to Champion or designee for workgroups use
- Provides just-in-time training on selected PI tools
- Provides training and user support on the status reporting application
- Compiles report and provides to Executive Sponsor for reporting to Steering Team

PI Care Transformation Program

- Facilitates Care Transformation Integration Team
- Facilitates management of intersections between MSSP Workgroups and Care Transformation Workstreams
- Facilitates execution of Roadmaps for advancement of Population Health Management

Top Two Tactics By Category

Quality Reporting Care Gaps	<ul style="list-style-type: none">• Payer registry Epic flag implementation• Identification of care gaps in MSSP population
Patient Access	<ul style="list-style-type: none">• Create access for various populations• Market specific analysis to identify primary care access availability
Care Management	<ul style="list-style-type: none">• Identify medium/high risk patients from the Utilization Risk Score• Work with IT to include claim based risk scores in Epic
Utilization Management	<ul style="list-style-type: none">• Accelerate implementation of advanced imaging decision support tool• Implement Choosing Wisely in the adult service line for lab, imaging
Physician Engagement	<ul style="list-style-type: none">• Develop a dedicated communication vehicle within OSF• Educate referral center on how to drive to preferred providers
Patient Outreach	<ul style="list-style-type: none">• Populate Payer Assigned Physicians (PAP) field for MSSP population• Identify and prioritize beneficiaries in need of care management in primary markets
Internal Comms, Education	<ul style="list-style-type: none">• Develop comprehensive employee education and communication• Have general, broad education about transition from volume to value
Referral Management	<ul style="list-style-type: none">• Clean up existing preferred provider lists in all geographic markets• Identify accountable parties to monitor results, communicate with providers, and educate non-OSF providers on expectations
Data and Analytics	<ul style="list-style-type: none">• Support report requests from all other teams• Work with finance to monitor ongoing performance
MSSP Waivers	<ul style="list-style-type: none">• Home visits after discharge; Telehealth expansion; SNF waiver

Outlook for Medicare Advantage

- Ongoing growth in those eligible for Medicare
- Medicare Advantage continues to grow at a strong pace
 - 9.7 million in 2008
 - 13.1 million in 2012
 - 17.6 million in 2016
 - 81% growth
- Almost half of new enrollees in Medicare Advantage are newly eligible
- Only a small percentage of Medicare Advantage beneficiaries switch to FFS Medicare



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The OSF Perspective

Medicare ACO

- Claims based attribution
- Year to year population shifts
- Open access
- Medicare FFS plan design
- Complete data and timeliness issues
- Complex financial model
- Limited marketing
- 45,000 aligned beneficiaries

Medicare Advantage

- Enrollment/PCP selection
- Greater population stability
- Network based
- Flexible plan design
- Claims processing and data warehouse opportunities
- Transparent financial model
- Branding opportunities
- 15,000 enrolled beneficiaries



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Questions?