Employer-Driven Accountable Care

PROVIDENCE-SWEDISH Health Alliance

Joe Gifford, M.D.
Chief Executive
Providence-Swedish Health Alliance

Providence Overview

- Founded 156 years ago by Sisters of Providence in the Pacific Northwest
- Third largest not-for-profit health system in the US
- Physician-led governance
- 70,000 employees, 34 Hospitals
- 800 clinic locations, 4,000 physicians
- Serving over 25,000 people every day
- Providence Health Plan of Oregon, 400,000+ lives
Providence-Swedish Overview

- Founded 1917 by surgeon to serve Swedish immigrant community
- Now premier quaternary brand in Seattle
- 5 hospitals, 950 MDs, $1.8B revenue

Providence-Swedish Health Alliance
The Journey

- RFP February 2012
- 6 respondents → 2 by 2013
- 100+ meetings Boeing / Mercer / Partners
- 6 actuaries, 3 Mercer national medical directors
- Providence C-suite, partner CEOs
- Battalion of attorneys, internal & external, all parties
- State Office of Insurance Commissioner, 11 attorneys
- Cell phone calls from Boeing labor negotiator
- 175+ hours in contract negotiations

- Contract signed Feb., 2014 for Jan. 1, 2015 effective date

The Future is Unevenly Distributed

- Swedish – history of FFS medicine
- New language of covered lives
- Incentives going wrong direction
- Swedish affiliation designed to create footprint and accountable care
- Everett Clinic, Polyclinic, PacMed with history of care management
**Disruptive Innovation -- Skunk works**

- The Boeing burning platform
- New team, separate location
- Actuary, operations, insurance finance
- DC attorneys, team of consultants
- Boeing-specific account / project management
- Now team of 25+ FTEs with many dotted lines
- Multiple risk arrangements – 160,000 lives
- Medicare Advantage, MSSP, commercial shared savings, Aetna Whole Health, managed Medicaid, own employees

**The Build: One Million Rivets**

- **Over 300 hours** spent in work stream or work stream-related meetings since May
- **45 people** engaged in prelaunch work stream meetings: *(Boeing: 12, Mercer: 8, BCBSIL: 11, and the ACO Internal Team: 14)*
- **3 dedicated staff** to manage the project
- **420 pre-launch action items** with Mercer/Boeing; **30 contract clarifications**
- **20 prelaunch requirements** with due dates and in some cases penalties
  - Data & Reporting (7)
  - Member Experience/Support (9)
  - Patient Centered Medical Home (2)
Boeing Pre-Launch Requirements

Concierge Center
• Annual enrollment services:
• All Pre-Launch Period services
• Answer member questions about ACO Program Providers and clinics
• Refer members to other experts (i.e., benefits administrator’s customer service support)
• Ongoing services (for Designated Cohort):
  • All Pre-Launch Period services
  • All annual enrollment services
  • Integrated with all ACO Program Providers and clinics
• Extended hours of operation
• Support members with appointment scheduling (centralized or warm transfer)
• Triage and refer ACO Participants to the 24/7 nurse line
• Triage and refer ACO Participants to other Supplemental Service Providers

Dedicated Website
• Employer dedicated website:
  • Promotion of ACO services and provider
  • Ability to be embedded in Boeing site
• Provider search capability
• Member Services call number
• Link to employer selected sites
• Admin Support
• ACO program clinic selection
• Appointment scheduling requests
• Rx refills
• Email with providers/clinics

Care Transformation
• Identify program gaps based on implementation plan and present action plan
• Begin preparation for IOCP services to designated ACO participants in 2015
  • Includes training plan and materials
• Achieve NCQA Patient Centered Medical Home Level III certification or equivalent status (40% graduating to 60%)

Provider “Access to Claims Data”

• 15 agreements – and counting – across multiple parties to get and share data:
  • Confidential Data Release Agreement (CDRA)
  • Non-Disclosure Agreement (NDA)
  • Business Associate Agreement (BAA) required

• Parties
  • Medical claims administrators
  • Rx claims administrators
  • Behavioral Health administrators
  • Consultants
  • Analytics Vendor
  • Enrollment Vendor

• Some agreements require 4 parties; Review within 4 legal departments
Clinical Integration

• Value of tiered network & benefit differential
  – “not-so-narrow network”
• Risk-sharing agreements with 7 partner organizations
• Care coordination, data sharing, benchmarks
• Monthly joint operating meetings
• True clinical integration
• Utilization reporting from 2013-14 claim data underway with partner comparisons

Medical Home Capabilities

• Transitions
• Closing gaps in care
• Access
• Referrals
• Physician culture
Data & Reporting

• Regional partner data interchange
• Quality reporting – 11 mutually agreed-upon measures
  – with new fields: BMI, PHQ-9 reporting
• Integration of partner quality reporting
• Flags in Epic to recognize Boeing ACO members
• Integrated reporting from claims (BCBSIL), enrollment (Aon-Hewitt), pharmacy (ESI) databases, many others

Member Experience

• Website
  – Provider Search
• Concierge Center
• Open Enrollment
• Coordination with Partners
Connect with Boeing’s Vendor Ecosystem

- Express Scripts
- Carena
- Value Options
- Alere
- Best Doctors
- Industrial Athlete
- Shape Up
- Boeing on-site clinics
- Aon-Hewitt
Home: The Boeing Contract is Signed

- Fulfills our original mission
- Becomes innovation platform
- Direct relationship with the customer means innovation
- Fee for service = dinosaur payments
- Risk-based contracts = innovation payments
- Digital innovation, online healthcare

Swinging for the Fences
The Original Mission

Thanks, Boeing!