
Multi-stakeholder Payment Reform and System Redesign: It Can Be Done

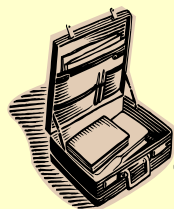
Elizabeth Mitchell

CEO

Maine Health Management Coalition

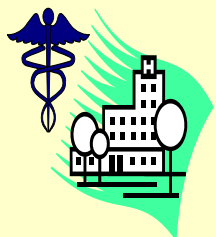
Maine Health Management Coalition

www.mhmc.info



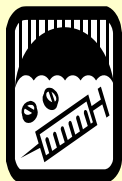
Purchasers

19 Private Employers
5 Public Purchasers



Providers

21 Hospitals
14 Physician Groups



Health Plans

5 Health Plans

Collectively 35% of Comm. Market

The MHMC is an purchaser-led partnership among multiple stakeholders working collaboratively to maximize improvement in the value of healthcare services delivered to MHMC members' employees and dependents.


The Maine Health Management Coalition Foundation is a public charity whose mission is to bring the purchaser, consumer and provider communities together in a partnership to measure and report to the people of Maine on the value of healthcare services and to educate the public to use information on cost and quality to make informed decisions.

MHMC Value Equation

$$\text{Value} = \frac{\text{quality / outcomes} + \text{change in health status} + \text{employee satisfaction}}{\text{cost}}$$

- Best quality health care
- Best outcomes and quality of life
- Most satisfaction
- For the most affordable cost
- For all Maine citizens

Public Reporting as a Catalyst


 Maine Health Management Coalition

[Maine Doctor Ratings](#)
[Maine Hospital Ratings](#)
[Major Surgery Ratings](#)
[How Do I Get Quality Care?](#)

Optional: Search of [View Results](#)

Maine Doctor Ratings

[Primary Care Physicians](#)
 Sort by: [Highest Rated](#) [Name](#) [City](#)
[« Doctor Ratings Explained »](#)
page last updated May 2009

[view Pediatric Practices »](#)


	Uses Clinical Office Systems ratings explained	Measures Results of Diabetes Care ratings explained	Measures Results of Heart Disease Care ratings explained
Baker Family Health 33 Bath Rd., Dr. Stacia Baker, Brunswick 04011 · view map			
Belgrade Regional Health Center 4 Clement Way, Belgrade Lakes 04918 · view map			
Bowdoin Medical Group - Biddeford 68 Graham Street, P.O. Box 2219, Biddeford 04005 · view map			
Bridgton Internal Medicine 25 Hospital Drive, Suite #2, Bridgton Hospital Physician Group, Bridgton 04009 · view map			

Maine Hospital Ratings

[Blue Ribbons](#)
 Sort by: [Highest Rated](#) [Name](#) [City](#)

[view Specialty Hospitals »](#)

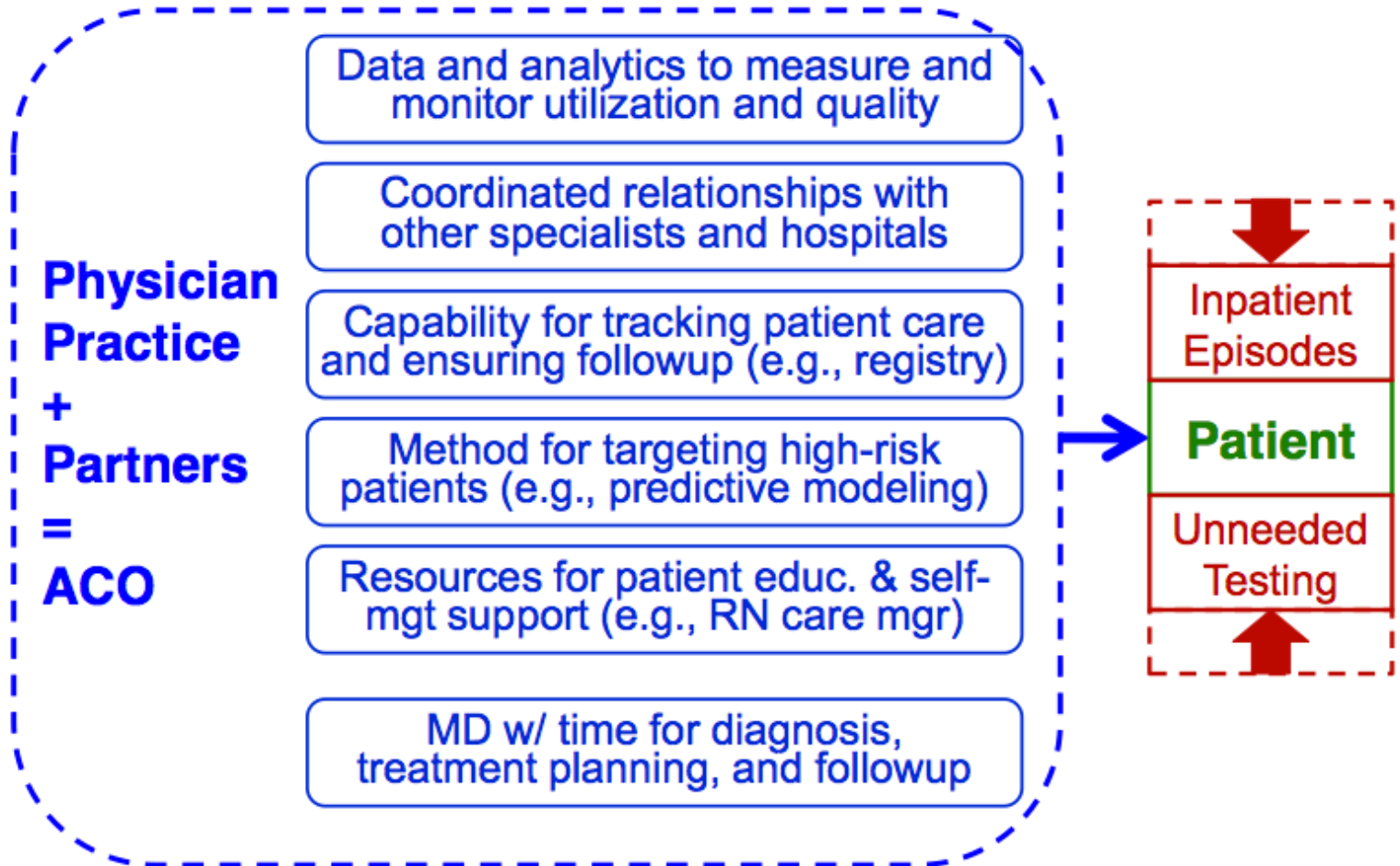
[« Hospital Ratings Explained »](#)
page last updated Jan 2009

	 Patient Experience	Patient Safety	Select Clinical Quality
Miles Memorial Hospital 35 Miles Street, Damariscotta 04543 · view map	Overall Recommend	Medication Safety National Survey	Heart Attack Heart Failure Pneumonia Surgical Infection
Mayo Regional Hospital 897 West Main Street, Dover-Foxcroft 04426 · view map	Overall Recommend	Medication Safety National Survey	Heart Attack Heart Failure Pneumonia Surgical Infection
St. Joseph Hospital 360 Broadway, Bangor 04401 · view map	Overall Recommend	Medication Safety National Survey	Heart Attack Heart Failure Pneumonia Surgical Infection

Current Multistakeholder Pilots

- State Employee Health Commission
 - MaineGeneral Health
 - Eastern Maine Health Systems
 - PenBay Healthcare
 - Maine Education Association
 - Eastern Maine Health System
 - University of Maine System
 - Eastern Maine Health System
 - Bath Iron Works (and Bowdoin College)
 - MidCoast Health System
 - Delhaize America/Hannaford
 - MaineHealth
- www.mhmc.info & www.mehmc.org

Goal: Give MDs the Capacity to Deliver “Accountable Care”



MHMC Joint Principles for System Redesign and Payment Reform

- Transparency
- Primary Care Based
- Value-based Purchasing
- Benchmarked to Best Practices/Evidence-based Care
- Shared Decision Making
- Collaborative Learning Experience
- Shared Risk
- Meaningful Patient Engagement
- Shared Accountability: Patients, Providers, Purchasers
- Reduced costs of care

MHMC System Redesign and Payment Reform Process

- Willing Provider Groups/Purchaser Partner(s)
- Create Multistakeholder Leadership Teams
- Data Analysis to Identify Improvement Opportunities
- Joint Priority Setting with Targets
- Develop Pilot Balanced Scorecard
- Share Cost and Quality Data
- Design Clinical/System Interventions*
- Identify Needed Payment Changes
- Identify Needed Benefit Design Changes
- Employee/Patient Engagement
- Measurement and Evaluation

Data: The Essential Foundation

- MHMC maintains proprietary database of 250k+ covered lives
- RFP for new data partner issued Feb 2010
- Services Requested
 - Claims aggregation and analysis
 - Flexible purchaser reporting, ability to generate *ad hoc* reports
 - Interactive access for drill-down to actionable data
 - ACO development support for purchaser and providers
 - Payment reform and design, plan benefit design
 - Clinical data analysis
- HDMS (Health Data & Management Solutions) selected
- MHMC will assume new responsibilities for some data and analytic capacity

Data: The Essential Foundation

- MHMC Database will serve as the common database for all payment reform pilots
- New data partner (HDMS) will greatly enhance access: ‘Democratization of Data’
 - Ability to track in a timely way medical claims utilization data and perform aggregate or detail-level analysis across members
 - Easy drill-down features, which quickly identify issues, trends and variations from benchmarks
 - Identification of cost and utilization, allowing management of health and benefit plans to meet specific needs
 - Pathway for determining priority focus areas for population health and disease management
 - Ability to incorporate various data types: account structure, Rx, Lab, biometrics, dental, disease management, HRA, workman’s comp, LTD, STD, and EMR.

www.mhmc.info & www.mehmc.org

Domains of Accountability

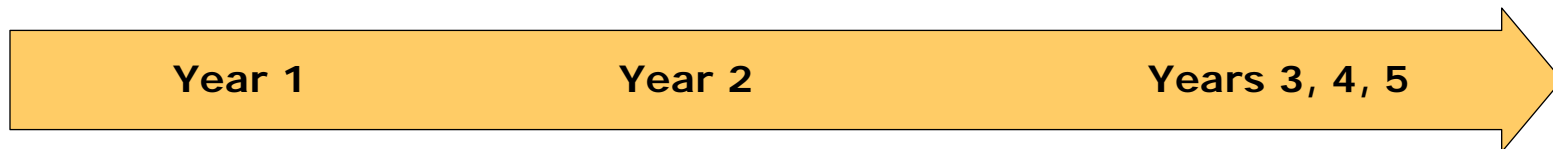
- Access
- Patient Engagement
- Patient Experience
- Care Coordination
- Clinical Quality
- Utilization
- Financial

Balanced Scorecards

FY10 BALANCED SCORECARD						Jul-10	Aug-10	Sep-10
		INDICATOR	Practice	Goal	Benchmark(s)			
Infrastructure Investment & Patient Experience	Access	Open Providers	MGMC	4				
		Open Providers	Residency	3				
		Open Providers	FQHC	4				
		Open Providers	Private	4				
		# of Practices with Open Access	Primary	7				
		Third Next Available appointment	Primary Care	3				
		Net New Primary Care Providers	MGH service area	4				
Patient Engagement	Patient Engagement	Shared Decision Making	Specialty Areas	2				
		HRA completion percentage	SOM insureds at MGMC	40%				
		State of Maine Insureds on Practice Patient Advisory Councils	The 5 PCMH practices	5				
Patient Experience	Patient Experience	Patient Experience metric as determined by PTE group						
Care Coordination/ Clinical Quality	Standardization	<i>Metrics and Specialty areas to be determined by Frank Johnson and SEHC after reviewing their data with OnPoint.</i>						
Care Coordination	Primary Care	Number of Practices who have adopted PCMH concepts	26 MGH Primary Care Practices	5				
		Number of Practices who have engaged and developed workflow changes based on practice data reports	27 MGH Primary Care Practices	12				
Clinical Quality	Clinical	Preventative Screening	<i>tbd by SEHC</i>					
		HAI1 (will share data with Steering Cmte to help with choice of metric)	CLABSI for ICU patients	0.0				
		Other Chronic Disease?						
		PTE Core Measures*		6				
		PQRI-Perioperative antibiotic use	Surgery	90%				
Efficiency	Utilization	Non-Urgent ER Visits	SOM insureds at MGMC	-3%				
		Hospital Readmissions within 30 days	SOM insureds at MGMC	-5%				
	Financial	PMPM (will review history to determine metric)	State Insureds in Pilot Population					
		? More targeted initiative	<i>may fall out of Care Coordination section</i>					
		? Benefit redesign	<i>tbd by SEHC</i>					



A Five Year Plan



Key Considerations:

- | | Year 1 | Year 2 | Years 3, 4, 5 |
|---------------------|---|--|--|
| Key Considerations: | <ul style="list-style-type: none">• Steering Committee• Contracting• MGH expanded support of primary care and development of evidence based referrals• Baseline data | <ul style="list-style-type: none">• Multi-year workplan set• Expansion of medical homes, evidence-based specialty referrals and decision support• Aligned benefit structure• First year of expanded data sets | <ul style="list-style-type: none">• Expansion of Medical Home/ACO model• Expanded data sets with trends• Aligned benefit structure |

Shared Risk

- | | Year 1 | Year 2 | Years 3, 4, 5 |
|-------------|--|---|--|
| Shared Risk | <ul style="list-style-type: none">• MGH will put significant dollars at risk if it fails to fulfill its first year obligations | <ul style="list-style-type: none">• Model gainsharing | <ul style="list-style-type: none">• Practice gainsharing and consider moving to global payments in later years |

Evolving Payment Structure

Year 1	Year 2	Year 3	Year 4
FFS with P4P and limited provider risk for select performance targets	FFS, P4P and Shared Savings for reduced PMPM costs (aligned with baseline)	Partial Capitation and Shared Savings	Global Payment with Quality Incentives
Overall PMPM Cost Reduction Targets Set			

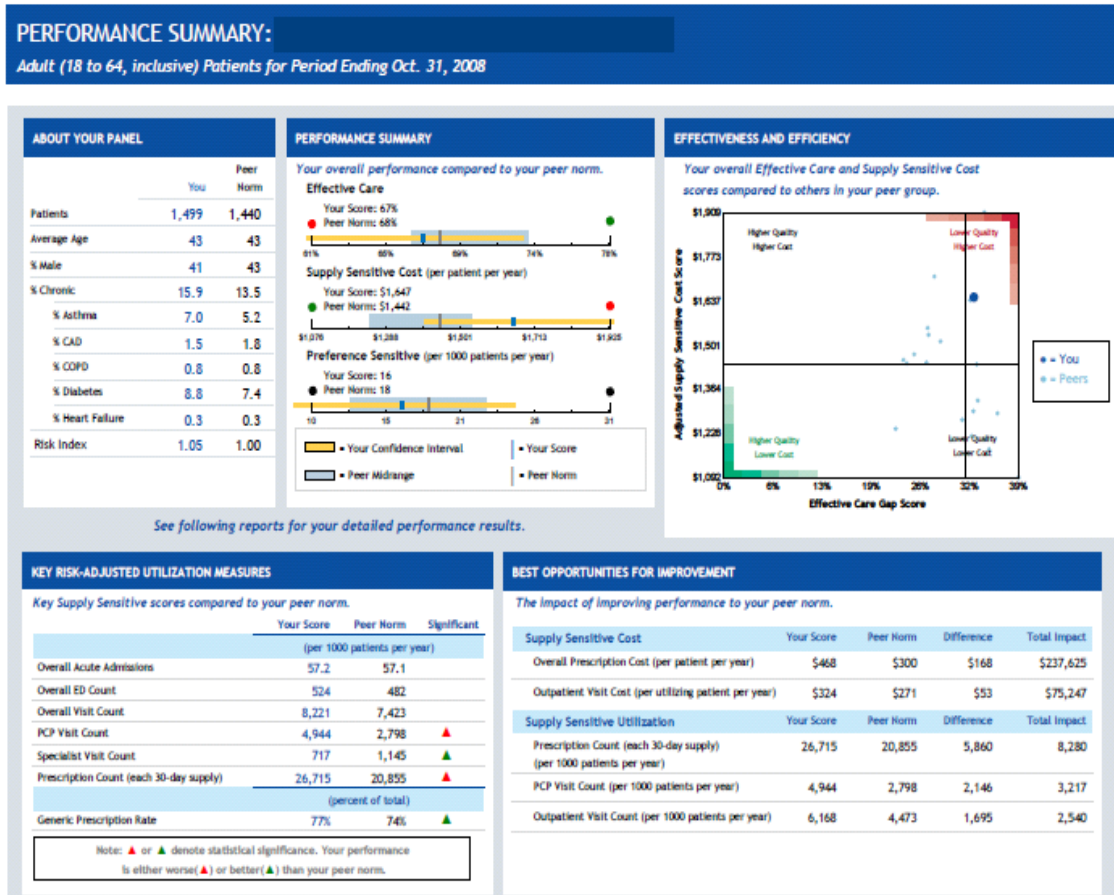
PCMH Public Reporting

Quality: Office Systems	Quality: Clinical Outcomes	Patient Experience	Cost of Care	Coordinated Care/ Informed Referrals	Medical Home Core Function
Level 1 or Higher on NCQA PPC-PCMH or Level 2 on other	Level 2 on two or more Outcome Measures	Currently measuring patient experience using validated instrument and rigorous process	Signed MOA with MHMC to participate in Cost of Care Initiative	Signed 'Service Agreements' with 1 or more specialties	Administers PHQ-9 with >75% of high risk populations

Performance Summary

Performance summary includes:

- Demographics about practice's panel
- Overall practice performance compared to peers in 3 areas of unwarranted variation
- Evaluation of overall effectiveness and efficiency
- Practice's score on 6 key utilization measures
- Best opportunities for improvement in the practice



Maine Hospitals

PTE Steering Committee Determines Pie and Blue Ribbon Cut Points.

Maine Hospital Ratings

Blue Ribbons

Sort by:

Highest Rated

Name

City

[view Specialty Hospitals »](#)

« **Hospital Ratings Explained**

page last updated Jan 2009



Patient Experience

Patient Safety

Select Clinical Quality

Miles Memorial Hospital

35 Miles Street, **Damariscotta** 04543 · [view map](#)



Overall

Recommend



Medication Safety



National Survey



Heart Attack



Heart Failure



Pneumonia



Surgical Infection

Mayo Regional Hospital

897 West Main Street, **Dover-Foxcroft** 04426 ·

[view map](#)



Overall



Recommend



Medication Safety



National Survey



Heart Attack



Heart Failure



Pneumonia



Surgical Infection

St. Joseph Hospital

360 Broadway, **Bangor** 04401 · [view map](#)



Overall



Recommend



Medication Safety



National Survey



Heart Attack



Heart Failure



Pneumonia



Surgical Infection

Source:

CMS

Leapfrog &
MHMC

CMS

















Compare Hospitals

[Hospital Ratings Explained](#)

Pine Cove	City Central	Mountain View
128 Bay Drive West Harbor, 04511	3654 N. Main St Centerville, 04976	963 Health Circle Ridgeway, 04979

Effective: Uses treatments proven to work

[Close](#)

Heart Attack Care	 BEST	 below	 better
Heart Failure Care	 below	 BEST	 better
Chronic Lung Disease	 BEST	 better	 better
Diabetes	 below	 better	 below
Pneumonia	average	 below	 BEST
Chest Pain	 BEST	 better	average

[Close](#)

Safe: Protects patients from medical errors

Overall Patient Safety Rating	average	 better	 BEST
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Patient-focused: Responds to patients needs and preferences

[Close](#)

Patient Survey Results	Too few patients	 better	average
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PTE System Performance Reporting

EMPLOYER/PURCHASER

Thomas Hopkins, Director Compensation & Benefits – USM

Wayne Gregersen, Sr. Manager of Benefits/Compensation – HRIS

Frank Johnson, Executive Director, Employee Health & Benefits – State of Maine

Chris McCarthy, Manager – BIW

Christine Burke, Executive Director - MEABT

Alan Cardinal, Vice President – Delhaize America

PLAN

Bob Downs, VP - Aetna

PROVIDER

Barbara Crowley, MD/Executive V.P. – Maine General

David Howes, MD, President and CEO – Martins Point

Donald Krause, MD/Director of Quality Improvement – St. Joseph's Hospital

Jim Raczek, CMO – EMMC

Jim Kane, Executive Director – CWM PHO

Jeff Aalberg, MD, Senior Medical Director, MMCPHO

CONSUMERS

David White

SEHC Representative