Geisinger Model
75% RVU,
17% Quality,
8% Population Based

Thomas R Graf, MD
Agenda

• What is Geisinger?
• What is the ProvenHealth Navigator® program?
• How are we compensating physicians for PHN?
• What is the role of individual versus team awards?
• Who receives awards?
• What are the impacts of the program?
“Let us bear in mind that the most important individual after all is the patient. Our paramount thought must be to provide him means by which he can have skilled diagnostic and therapeutic service in as complete form as may be indicated in a given case, in the shortest possible time consistent with thoroughness, and at the least cost to him.” Dr. Foss

HL Foss, MD
11/4/1950
Geisinger Health System
An Integrated Health Service Organization

Provider Facilities

- **Geisinger Medical Center**
  - Danville Campus – includes Hospital for Advanced Medicine, Janet Weis Children’s Hospital, Women’s Health Pavilion, Level I Trauma Center, Ambulatory Surgery Center
  - Geisinger Shamokin Community Hospital
- Geisinger-Bloomsburg Hospital
- Geisinger Wyoming Valley Medical Center with Heart Hospital, Henry Cancer Center, and Level II Trauma Center
- Geisinger South Wilkes-Barre campus with Urgent Care, Ambulatory Surgery Center and Inpatient Rehabilitation
- Geisinger Community Medical Center with specialized medical & surgical services, including Level II Trauma and comprehensive cardiac & orthopaedic services
- Marworth Alcohol & Chemical Trtmt Center
- Mountain View Care Center
- Bloomsburg Health Care Center

Physician Practice Group

- Multispecialty group
  - ~1,000 physicians
  - ~520 advanced practitioner FTEs
  - 65 primary & specialty clinic sites (37 Community Practice Sites)
- Freestanding outpatient surgery center
- > 2.1 million clinic outpatient visits
- ~360 resident & fellow FTEs

Managed Care Companies

- ~400,000 members (including ~63,000 Medicare Advantage members)
- Diversified products
- ~30,000 contracted providers/facilities
- 43 PA counties
- PA Medicaid initiative
- Out of state TPA contracts

Note: Numerical references based on fiscal 2012 budget plus impact of GSACH, GCMC and GBH acquisitions.
The Sweet Spot: Our realm of partnership and innovation

Aligned objectives for the greatest impact
Clinical Decision Intelligence System (CDIS)

Other Inputs
EBM Guidelines
Patient Preferences
Formulary/Economics

Real-time Clinical Status

Decision Support

Empirical Norms
Population Trends

Effectors
Alerts
Prompts/Reminders
Order Sets
Automated care plans
Patient messages
Information Rx

Normalization, Transformation, Analytic Application

EHR
Clinical, Schedule

CDIS

Claims
Finance
Ops
Geisinger Patient-Centered Continuum of Care

Community-Based Care
- Specialty Outreach ("Face-to-face" & Telemedicine)
- Urgent Care Center
- After-Hours Care Center
- E-Visit MyGeisinger
- Retail Clinic
- Lab Outreach Site
- Retail Pharmacy
- Community Practice Site
- Ambulatory Care & Surgery Center
- Multi-Specialty Clinic
- Specialty Center, e.g. Cancer or Sleep
- Imaging Center
- Wellness
- Work Site Clinic
- Lab Outreach Site

Acute Care
- Tertiary/Quaternary Medical Center
- eICU
- Destination Medicine

Post-Acute & Transitional Care
- Inpatient Rehab
- Adult Health Program & Day Center
- Home Care Hospice
- ProvenHealth Navigator
- Outpatient Rehab

Wellness

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The Need for Better Care

- We failed to provide comprehensive proactive care for well, chronically ill, and those with complex care needs
  - Time needs
  - System needs
- We had physicians who were overwhelmed with administrative burden
- We were unable to recruit enough superior primary care physicians
- Costs are rising at unsustainable rate
The need for partners

- Working alone, primary care physicians lack the data and some of the expertise to create optimal care
  - Utilization and cost data
  - Care coordination techniques/focus
  - Population management support

- Working alone, health plans lack the clinical expertise and personal connectivity to create optimal care
  - Comprehensive definitions of quality
  - Intimate patient and family knowledge and connectivity

- Re-engineering the payment paradigm required
Triple Aim "-Plus"

- Improved Quality
- Reduced Total Cost of Care
- Improved Patient Experience

And

- Improved Professional Experience
Geisinger’s PHN model has five core components

- **Patient-centered primary care**
  - Patient and family engagement & education
  - Enhanced access and scope of services
  - **PCP led team-delivered care**
  - Chronic disease and preventive care optimized with HIT

- **Integrated population management**
  - Population segmentation and risk stratification
  - Preventive care
  - **GHP employed in-office case management**
  - Disease management

- **Medical Neighborhood**
  - Micro-delivery referral systems
  - **360°care systems** – SNF, ED, hospitals, HH, etc

- **Quality outcomes**
  - Patient satisfaction
  - HEDIS and bundled chronic disease metrics
  - Preventive services metrics

- **Value-based reimbursement**
  - Fee-for-service with P4P payments for quality outcomes
  - Physician and practice transformation stipends
  - Value-based incentive payments
  - Payments distributed on Quality Performance
Partnership of PCP’s & GHP provides 24/7 360 degree patient care and navigation
## PHN Expansion

<table>
<thead>
<tr>
<th>Year</th>
<th>Sites</th>
<th>MA members</th>
<th>Commercial members</th>
<th>Medicare members</th>
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<td>2008</td>
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<td>7,000</td>
<td>7,800</td>
<td>94,000</td>
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<td>2010-11</td>
<td>9</td>
<td>1,100</td>
<td>4,600</td>
<td>3,000</td>
<td>61,000</td>
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**Total** 46* 20,500 28,000 29,100 360,000

* 37 Geisinger CPSL practices & 9 non-Geisinger primary care practices

**Total Geisinger patients, non-Geisinger patients not quantified
CPSL Physicians* Average McGladrey Productivity

Report Month: June 2010

Average & Median Work Effort Percentiles for Physicians Hired Prior to 7/1/2008

- Average: 61%, 60%, 57%, 70%, 69%, 70%, 69%, 70%, 71%, 73%, 72%, 77%, 77%, 75%
- Median: 58%, 60%, 77%, 70%, 70%, 69%, 70%, 70%, 71%, 73%, 72%, 77%, 84%, 100%

FY03 FY04 FY05 FY06 FY07 FY08 FY09 FY10

* Employed > 2 years
CPSL Overall Patient Satisfaction Mean Scores

Mean Score

84 86 88 90 92 94

Jan-Jun 02 Jul-Dec 02 Jan-Jun 03 Jul-Dec 03 Jan-Jun 04 Jul-Dec 04 Jan-Jun 05 Jul-Dec 05 Jan-Jun 06 Jul-Dec 06 Jan-Jun 07 Jul-Dec 07 Jan-Jun 08 Jul-Dec 08 Jan-Jun 09 Jul-Dec 09 Jan-Jun 10 Jul-Dec 10

Mean Scores

88.0 90.7

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CPSL Physician Compensation
Guiding Principles

1. Individual physicians should have the ability to impact their compensation.

2. Those who contribute more will be compensated more.

3. Factors other than productivity will also be rewarded.

4. Factors that impact results rapidly and significantly will be rewarded first.

5. Parameters and processes will evolve as measurement tools and results improve.
CPSL Physician Compensation: Bi-Annual

Productivity Adjustment

Patient Satisfaction

EHR Utilization

Quality Award

Budget Achievement

Health Plan Quality

Individual

Team
Who is part of the “team” for awards

- Everyone who touches a patient
  - Physician
  - Advanced Practitioner
  - Nurse Care Manager
  - Clinic “nurse”
  - Front Desk staff
  - Phone staff
  - Etc
CPSL Physician Compensation: Annual

- High Productivity Award
- Geisinger Citizenship
- Results Share
ProvenHealth Navigator® Quality Outcomes - 2011

Diabetes Bundle

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
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<tbody>
<tr>
<td>Trend 6.7%</td>
<td>Trend 13.8%</td>
<td>Trend 7.1%</td>
<td>Trend 9.3%</td>
<td>Trend 45.3%</td>
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A1C Less than 7%

<table>
<thead>
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<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
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</thead>
<tbody>
<tr>
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<td>Trend 5.3%</td>
<td>Trend 3.6%</td>
<td>Trend 6.6%</td>
<td>Trend -0.4%</td>
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CAD

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
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</thead>
<tbody>
<tr>
<td>Trend 4.1%</td>
<td>Trend 5.4%</td>
<td>Trend 9.5%</td>
<td>Trend 3.5%</td>
<td>Trend 16.8%</td>
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</table>

LDL Less than 100 or Less than 70 if High Risk

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trend 3.2%</td>
<td>Trend 2.9%</td>
<td>Trend 6.4%</td>
<td>Trend 3.4%</td>
<td>Trend 8.2%</td>
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</table>

Preventive Care

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
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<tbody>
<tr>
<td>Trend 32.7%</td>
<td>Trend 27.6%</td>
<td>Trend 20.6%</td>
<td>Trend 8.6%</td>
<td>Trend 10.0%</td>
</tr>
</tbody>
</table>

Mammogram

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trend 9.9%</td>
<td>Trend 5.6%</td>
<td>Trend 2.5%</td>
<td>Trend -2.1%</td>
<td>Trend 1.0%</td>
</tr>
</tbody>
</table>

Phase 5 trends represent 2010 through 2011 trends – Blue Bar = 2010 & Red Bar = 2011
Cumulative percent difference in spending attributable to PHN in the first 21 PHN clinics for calendar years 2005-2009. Dotted lines represent 95% confidence interval. $P = < 0.003$
PREPDEDING VALUE
WIN WIN
Increased Quality Decreased Cost

PATIENTS & MEMBERS ARE THE CENTER OF OUR UNIVERSE

RIGHT CARE
RIGHT WORKFLOW
RIGHT PROCESS
RIGHT TEAM
RIGHT RESOURCES

GAPP GOALS
NATION-LEADING QUALITY & GAP
$300 MILLION

RELENTLESSLY RAISING THE BAR!
SET NO LOW ASPIRATIONS
STEP UP TO THE CHALLENGE

CONFRONT THE ELEPHANT IN THE ROOM!

KEYS TO LEADERSHIP
Integrity
Accountability
Collaboration
Communication
Evidence-Driven
UNLOCK FUTURE SUCCESS!

THINK OUTSIDE THE BOX
Driving Transformational Change
TACTIC DRIVER GOAL