



WellMed: Evaluation of a Primary Care-based Accountable Care Organization

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Changing the face of healthcare delivery for seniors.

Care and Service Plan:

Social Services

Primary Care Physician

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For-profit primary care clinic network of 23 practices in San Antonio, TX partnered with a Medicare Managed Care Plan. First identified as having unusually high quality measures as part of a practice-based research network

Case Study Of A Primary Care Accountable Care Organization

Four Part study:

- 1) Pre/post analysis
- 2) Cohort comparison analysis
- 3) Economic study (Qualitative and Quant)
- 4) Qualitative study (Site visits, Key informant)

AHRQ Task Order: SNOCAP-USA (University of Colorado, Robert
Graham Center) HHSA290200710008

Dr.s David Lanier/David Meyers: Task Order Officers

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Case Study of a Primary Care–Based Accountable Care System Approach to Medical Home Transformation

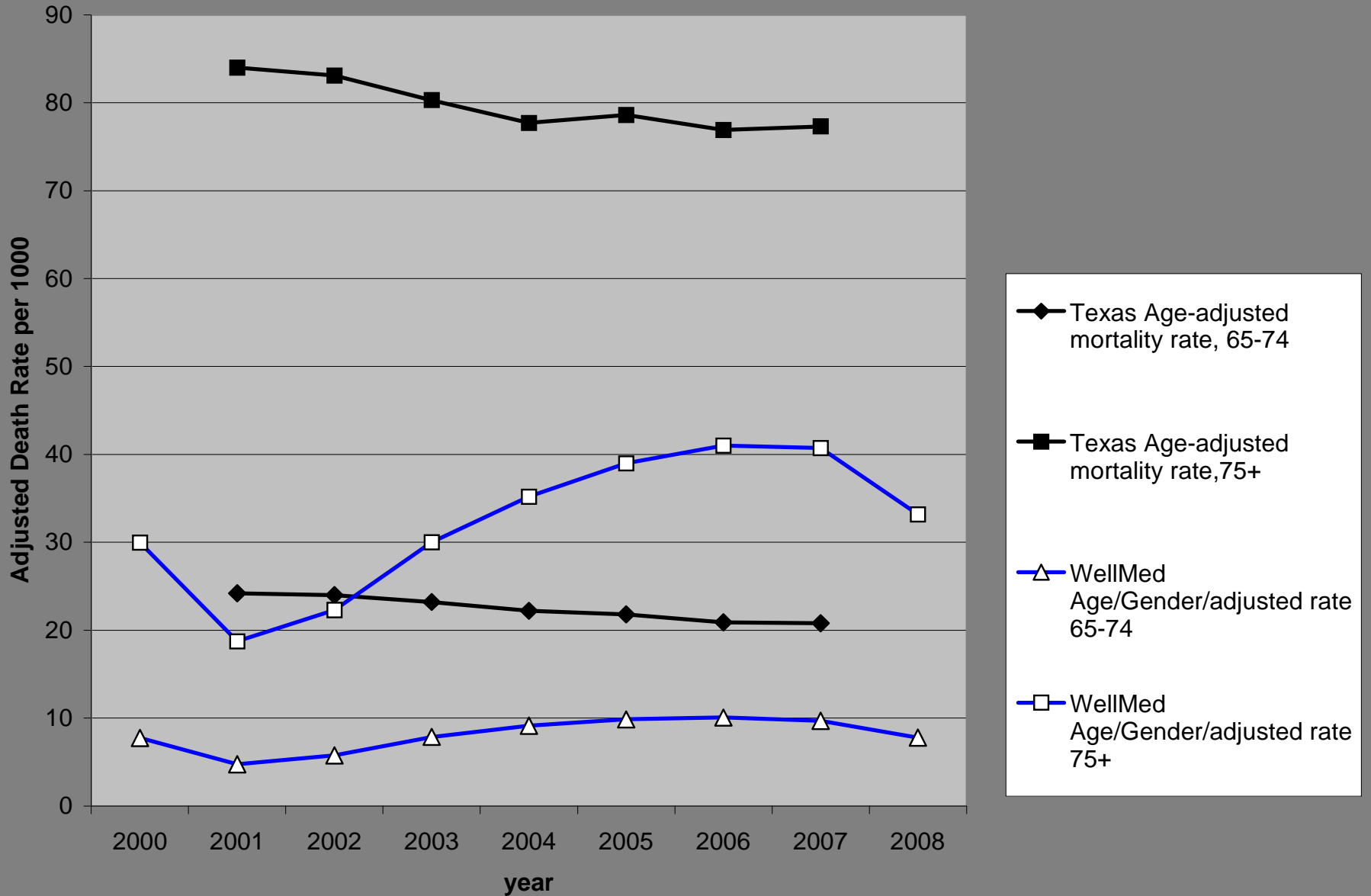
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Abstract: We report a case study of a mature primary care-based accountable care organization that is both a health plan and a network of medical homes. Over 20 years, WellMed Inc (San Antonio, Texas) implemented many patient-centered services, experimenting to find which belong within clinics and which operate best as system functions. The adjusted mortality rate is half that of the state for people older than 65 years. Hospitalization and readmission rates and emergency department visits have not changed over time, but preventive services have improved. Phased implementation across the network makes it difficult to link improvements to specific processes but they seem to have improved outcomes collectively. **Key words:** *medical home, patient-centered care, primary care*

BILLS THAT helped shape the Patient Protection and Affordable Care Act initially conceived of the patient-centered medical home (PCMH) and accountable care organization (ACO) as uniquely different entities. The law allows mutual demonstrations of these 2 models as legislators came to realize that they might overlap. The Medicare Payment Advisory Committee regards medical homes

as building blocks of effective ACOs (Medicare Payment Advisory Committee, 2009). Anthony Rodgers, deputy administrator and director, Center for Strategic Planning Center for Medicare & Medicaid Services, in a presentation to the Patient Centered Primary Care Collaborative, described several potential ACO models, including some that may not include a hospital (Rodgers, 2010). This case study describes a primary care-based ACO that does not include a hospital or most specialists and evaluates some of their patient population health outcomes in the second decade of operation.

... years ago, we noted that a clinic network of primary care research with the network



Cohort Comparison: Utilization

	Texas Region Medicare	WellMed
	2006	2008
ER visit rates (%)	28.1	17.8
Hospitalization rates (%)	22.1	14.4
Re-hospitalization rates (30 days) (%)	19.9	13.9
Hospital Bed-Days/1000	2559	1002

1:1 cohort match on age, gender, number of chronic conditions

Illinois Health Connect & Your Healthcare Plus

- Evaluation of Medicaid Managed Care program with a PCMH focus
 - IHC, primary care case management PCMH
 - YHC, PCMH + intensive disease management
 - Together cover nearly 2 million patients
- funded by the Commonwealth Fund
 - Led by Dr. Meiying Han, economist
 - Dr. Laura Makaroff, Georgetown Health Policy Fellow
 - Dr. Winston Liaw, former Gtown Health Policy Fellow

Year-to-Year Savings for IHC

Year	Member months	Actual cost	Predicted cost	Cost saving
2006	12,252,968	\$1,483,689,411	\$1,483,689,411	\$0 .00
2007	13,429,491	\$1,636,114,646	\$1,674,937,063	(\$38,822,417)
2008	14,443,271	\$1,749,141,332	\$1,855,417,763	(\$106,276,431)
2009	15,535,833	\$1,970,652,186	\$2,055,644,137	(\$84,991,951)
2010	16,657,611	\$2,075,573,500	\$2,270,195,876	(\$194,622,376)
Total				(\$424,713,175)

Year-to-Year Savings for YHP

Year	Member months	Actual cost	Predicted cost	Cost saving
2006	3,121,958	\$1,493,061,156	\$1,493,061,156	\$0.00
2007	3,377,478	\$1,549,005,731	\$1,663,720,669	(\$114,714,938)
2008	3,831,811	\$1,682,942,976	\$1,944,147,052	(\$261,204,076)
2009	4,099,337	\$1,862,723,259	\$2,142,278,520	(\$279,555,261)
2010	4,360,932	\$1,973,013,794	\$2,347,355,065	(\$374,341,271)
Total				(\$1,029,815,546)

Proportion of cost savings

2010 Costs	Net Change PMPM		% Change	
	IHC	YHP	IHC	YHP
CLINIC	\$2.95	\$2.74	32%	19%
Inpatient	(\$9.88)	(\$65.54)	-31%	-32%
LAB/XRAY	\$0.15	(\$0.17)	4%	6%
Hospital Outpt	(\$0.48)	(-\$0.54)	-7%	-1%
Physician	(\$0.94)	(\$2.62)	-8%	-4%
RX	(\$1.42)	(\$9.27)	-5%	-7%
Total	(\$11.69)	(\$85.84)	-9%	-16%