



OAK
STREET
HEALTH

Population Health Colloquium

Managing Special Populations

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Overview

→ Who We Are

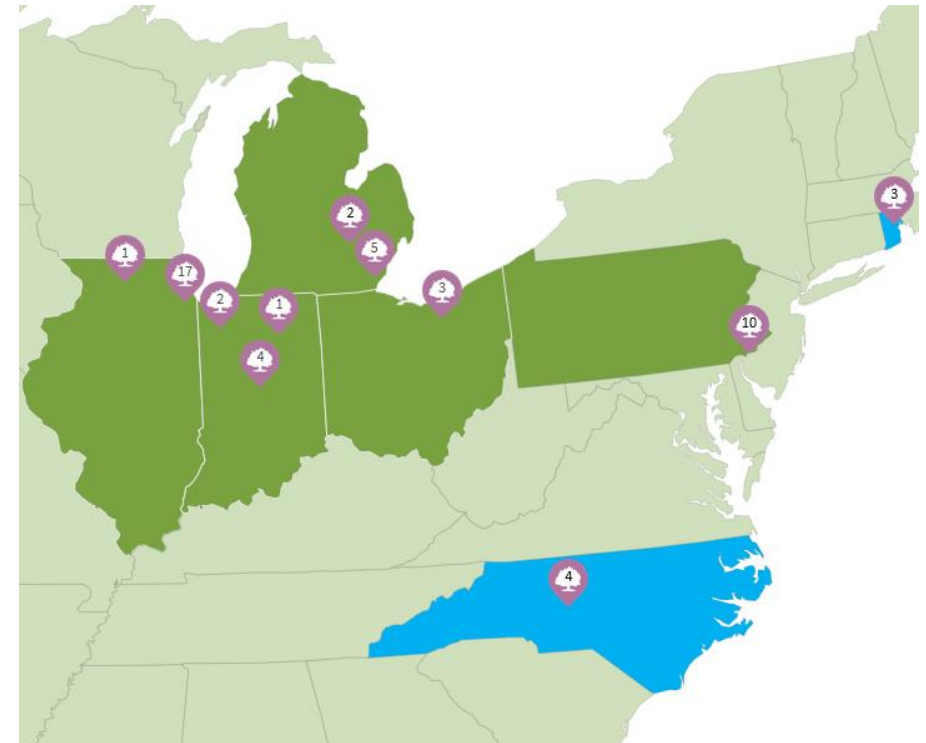
→ Integrated Behavioral Health Model

→ Q&A

Rebuilding Health Care As It Should Be

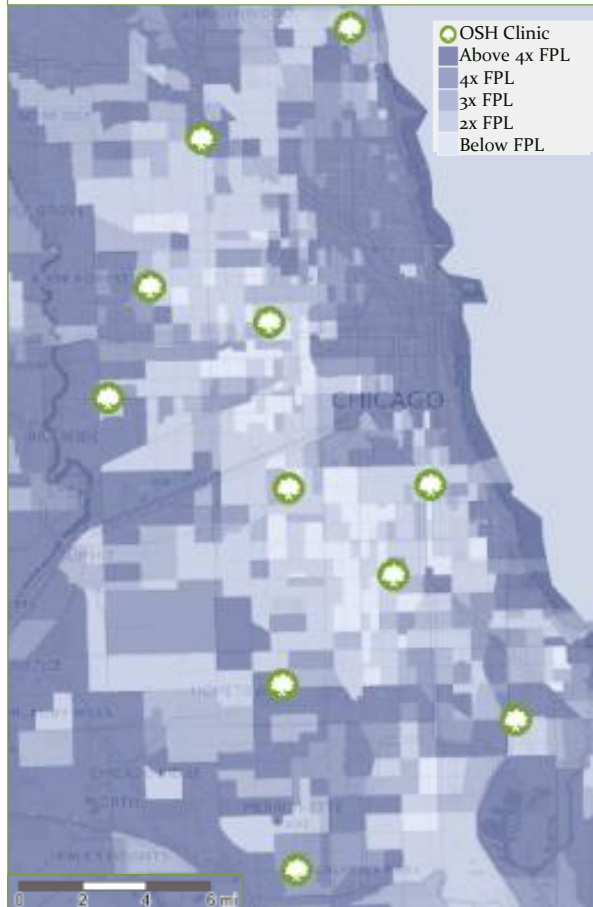
Personal | Equitable | Accountable

- Primary care centers for adults on Medicare
- In medically-underserved communities
(i.e., >40% dually eligible)
- Located in high-density, low-income areas
to create access
- Integrate primary care, care management, transportation
among other services
- Fully “at-risk” for all cost of care

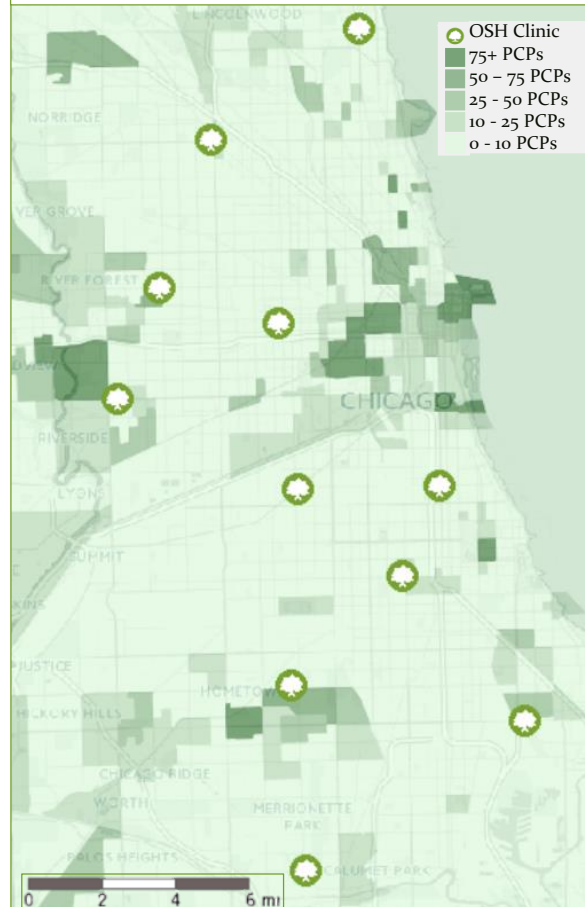


We create access where it is needed the most

Our neighborhoods face significant socioeconomic challenges...



... exacerbated by a demonstrable lack of primary care access



OSH Patient Demographics

Oak Street's centers are located in medically underserved communities where primary care access is limited

We open our centers "de novo", growing organically through community integration and patient education

The neighborhoods we serve tend to be lower income, and in fact nearly half of our patients are dual eligible

Each center has capacity for 3,500 patients, the majority of whom live within the radius of our transportation service

Every Oak Street employee shares a common passion to have positive impact in the communities we serve



40

CENTERS
(53 by August)

5

STATES
(7 by August)

11

HEALTH
PLAN PARTNERS

1,500

OAKIES

170

PROVIDERS

6

YEARS

>55,000

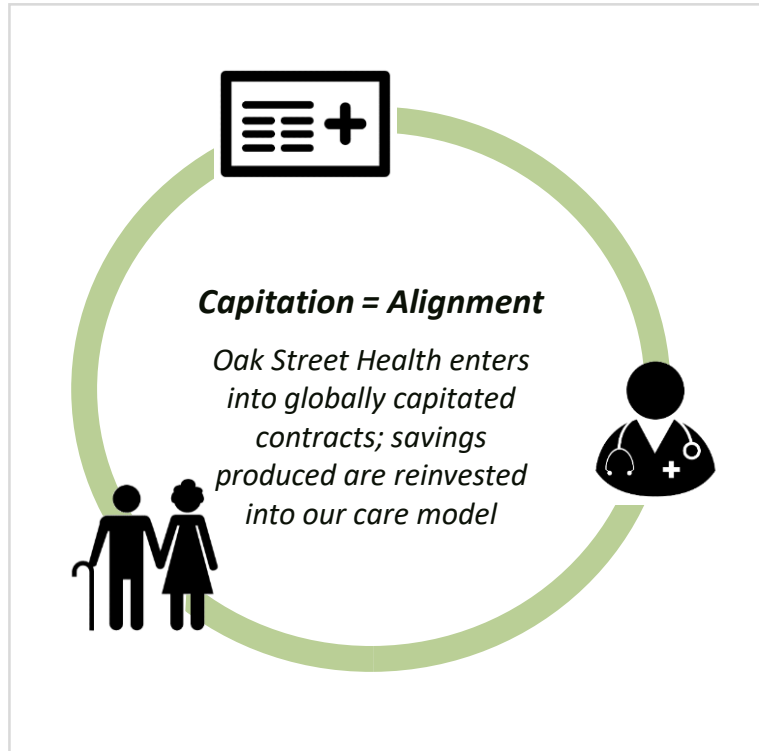
PATIENTS

Let's watch an OSH Philadelphia commercial

Link [here](#)



Patient health is the shared goal in a value-based ecosystem



Insurance Plans

- Globally capitated arrangements shift “risk” to Oak Street Health
- Medicare-only focus ensures high level of engagement with MA plan

Primary Care Providers

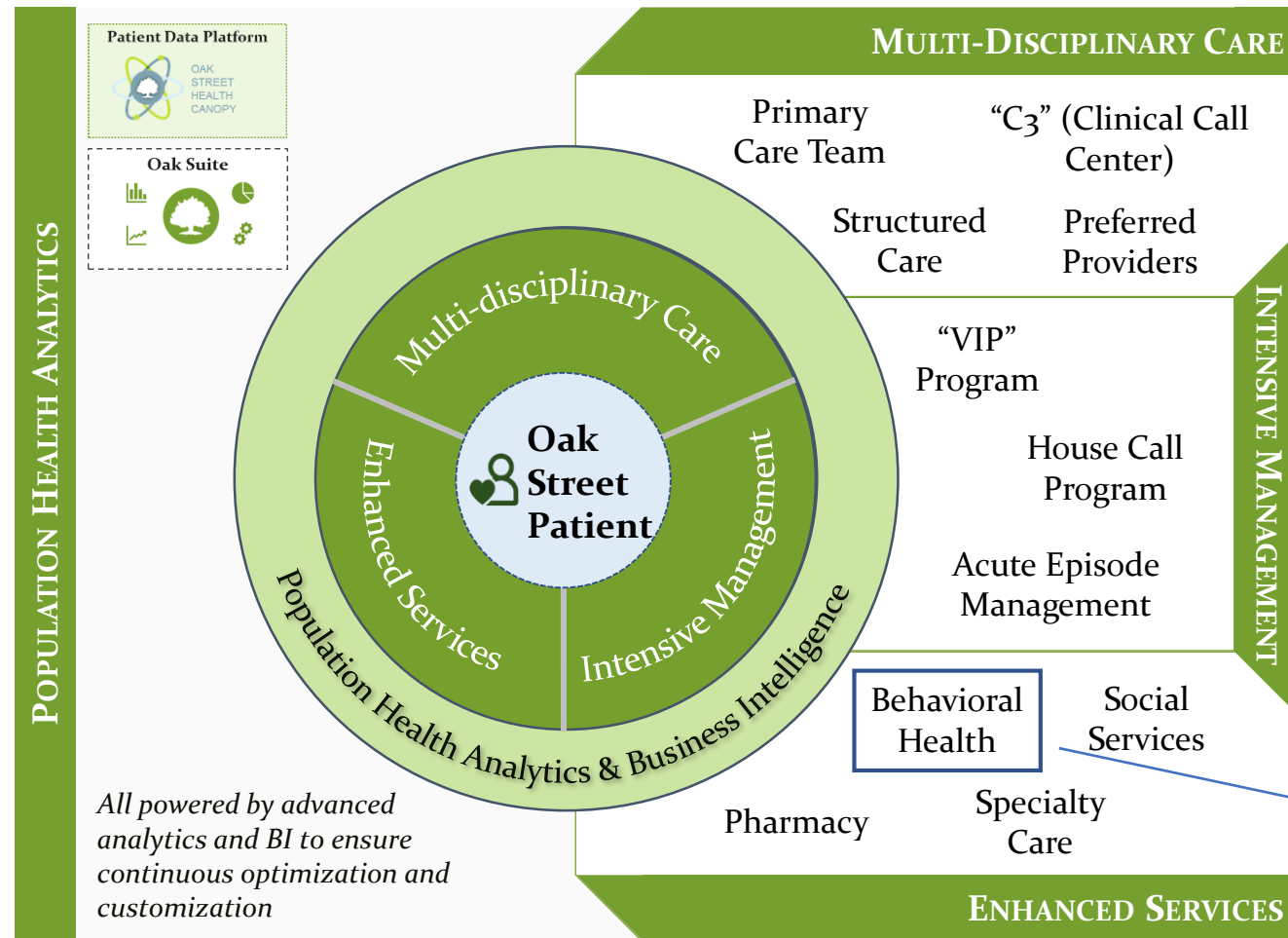
- Rapid and visible positive impact on in-need patient population
- Care model focused on outcomes, not volume
- Tools, analytics, and resources to enable true population health

Medicare Patients

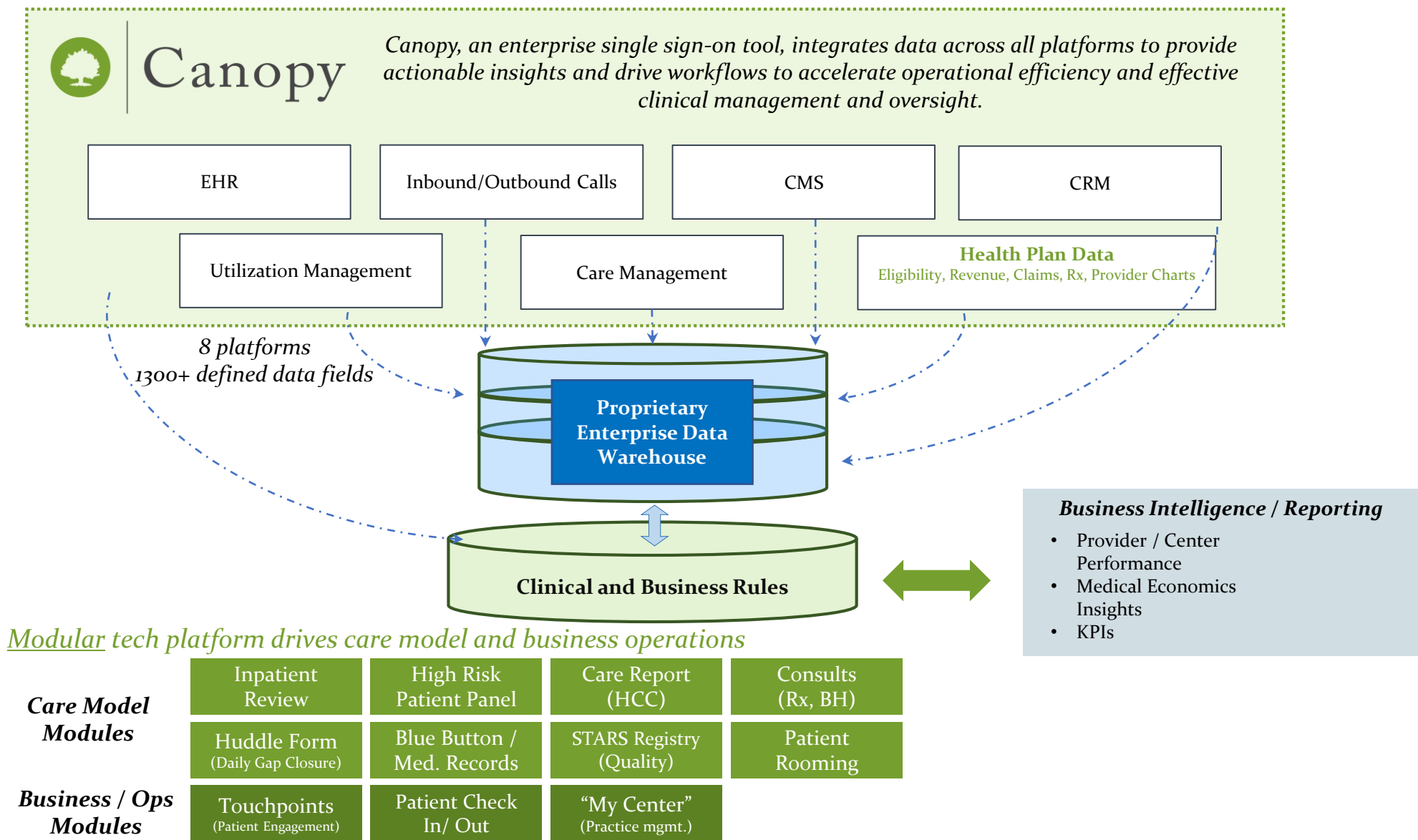
- Curated and concierge-level experience
- Meaningful and lasting relationships with Care Team

Medicare Advantage creates natural alignment between payers, providers, and patients to focus on quality and prevention

The OSH Care Model puts the patient first with wrap-around care and services



Our proprietary data platform structures and monitors every element of care



An integrated behavioral health model

Hybrid Model allows for individualized management of complex behavioral health conditions while addressing $\frac{2}{3}$ of overall Behavioral Health Services within the Care Team

PCP/ BHS Center-Based Care

Psychiatric
Consultation

Collaborative
Care

Specialty BH Clinic within Clinics

Counseling,
Telepsychiatry

Substance Use
Treatment / Pain
Management



Collaborative Care in Primary Care

Patient

- Chooses treatment in consultation with providers (PCP and BHS)
- May be referred for antidepressants and/or psychotherapy

Primary Care Provider (PCP)

- Provides care for **physical** illness
- Refers to BHS and/or psychiatry
- May prescribe antidepressant medications

Behavioral Health Specialist (BHS)

- Provides counseling and direction to people dealing with challenges like addiction, physical limitations and mental illness.

IMPACT Study

Key findings:

- Less depression
- Less physical pain
- Better physical functioning
- Higher quality of life
- Improved patient & provider satisfaction
- Lower health care costs: savings of \$3365 per patient over a four year period



Key Characteristics

Effective telepsychiatry technology through Canopy

Videoconferencing platform for patient sessions with telepsychiatrists.

Workflow integration enhancements.

A patient is identified by a primary care provider and then referred to an onsite behavioral health specialist.

Continuity of care at the primary care location.

Telepsychiatry visits are provided in the same center as the patient's primary care provider.

Hands-on technology support.

Oak Street Health central team supports the practice-level team for IT support.



Results

Recruitment and retention of qualified staff.

Growth from 5 Behavioral Health Specialists in 2017 to 20 in 2018.

Over 7200 behavioral health encounters in 2018.

Up 5x from 2017

Over 1600 new patients enrolled in 2018.

82 NPS for behavioral health providers.

Increased completion rates of PHQ.

11% PHQ9 completion rate 2017 -> 68% PHQ9 completion rate 2018

32

hours
of adult psychiatry
weekly

82

Average net
promoter
score

(NPS) among Oak Street Health patients for Regroup clinicians and tech team. Net promoter scores measure customer satisfaction and can range from -100 to 100, with mental health care companies receiving an average score of 53*

* "Mental health Care," NPS Benchmarks

Lessons Learned

Increasing patient utilization through integration.

Integrated approach encourages more patients to take advantage of behavioral health services and reduces no-show appointments.

A financially stable program.

Value-based model allows us to provide interventions that reduce system inefficiencies.

A best practice-focused approach when introducing technology to center operations.

Oak Street Health has uncovered what works for its clinics and is applying those best practices while expanding.



Overall OSH Care Model Results

**~45% reduction in
Hospital Admissions**

**~52% reduction in ED
Visits**

**~35% reduction in 30-
day readmission rate**

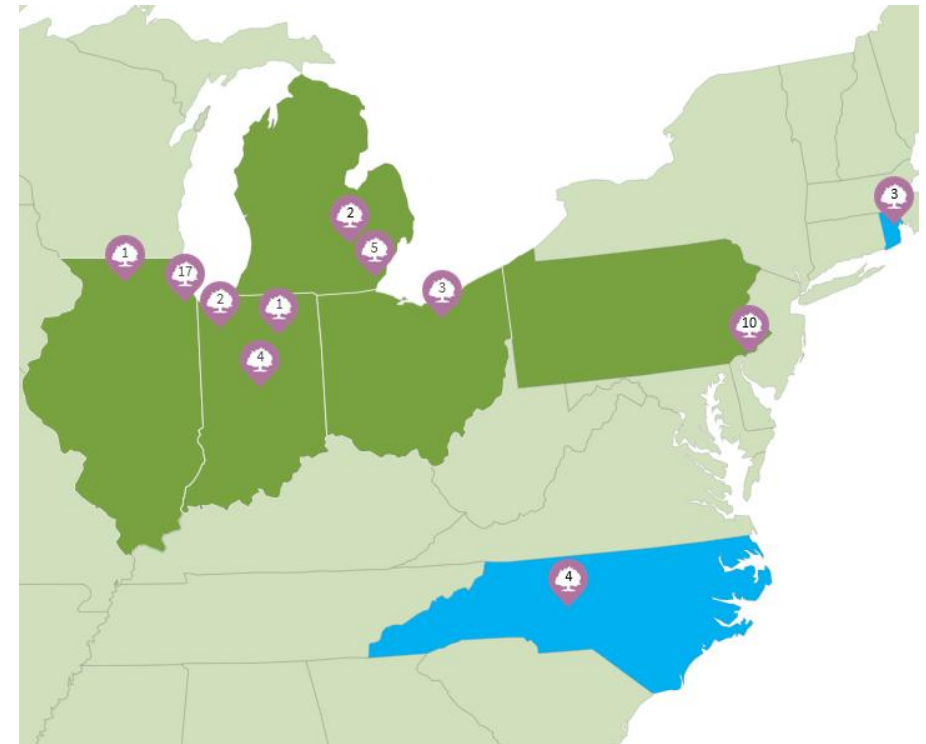
**5 Star on HEDIS
measures**

**92% Net Promoter
Score**

>90% Retention Rate

Where OSH is growing

- Geographies (both existing and new)
- Patients
- Enhanced Services and Patient Experience



Q & A

Thank You!



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