

A State Perspective on the Medicare ACO Adventure, to Date

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Overview

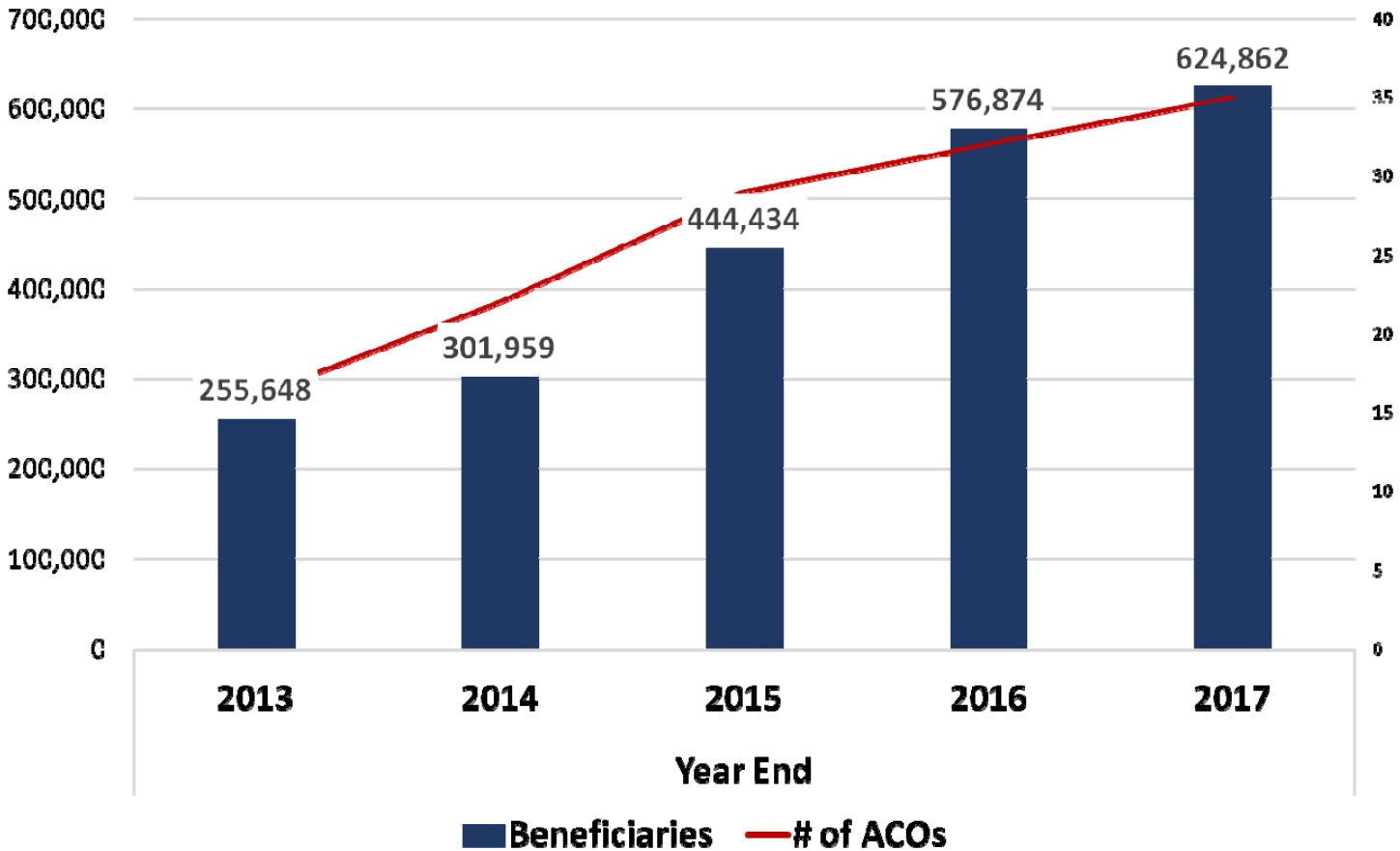
- ***ACOs in New York State***
 - *Status, Trajectory, Geography*
- ***ACO Performance – PY-4 (2016)***
 - *Cost Savings, Quality*
- ***What explains performance to date?***
 - *Size, Length of time in program, Sponsorship, Location*
- ***Some other issues***
 - *Mechanics matter*
 - *And, the intangibles*

New York State MSSP ACOs, 2012-2016

	ACO Name	Organization Type	Start Date	2012	2013	2014	2015	2016
1	CareMount ACO (was ACC-Mt. Kisco until 2016)	Physician-only	Apr-12					
	Accountable Care Organization of the North Country, LLC	Physician-only	Apr-12					
	Catholic Medical Partners-Accountable Care IPA, Inc.	Hosp-MD Partnership	Apr-12					
	Chinese Community ACO	Physician-only	Apr-12					
	Crystal Run	Physician-only	Apr-12					
	Accountable Care Coalition of Syracuse, LLC	Physician-only	Jul-12					
	Asian American Accountable Care Organization	Hosp-MD Partnership	Jul-12					
	Balance ACO	Physician-only	Jul-12					
	Beacon Health Partners, LLP	Physician-only	Jul-12					
	Chautauqua Region Associated Medical Partners, LLC	Hosp-MD Partnership	Jul-12					
	HealthCare Provider ACO	Physician-only	Jul-12					
	Mount Sinai Care, LLC	Hosp-MD Partnership	Jul-12					
	ProHEALTH Accountable Care Medical Group, PLLC	Physician-only	Jul-12					
	WESTMED Medical Group	Physician-only	Jul-12					
	GoodHelp/BonSecours ACO	Physician-only	Jan-13					
HHC ACO Inc	Hosp-MD Partnership	Jan-13						
Alliance for Integrated Care of New York	Physician-only	Jan-14						
2	Adirondacks ACO, LLC	Hosp-MD Partnership	Jan-14					
	FamilyHealth ACO, LLC	Physician-only	Jan-14					
	New York State Elite (NYSE) ACO	Physician-only	Jan-14					
	Primary PartnerCare ACO IPA	Physician-only	Jan-14					
	Rochester Regional ACO	Hosp-MD Partnership	Jan-14					
	Aledade Primary Care ACO LLC	Physician-only	Jan-15					
3	Bassett Accountable Care Partners, LLC	Hosp-MD Partnership	Jan-15					
	Healthcare Partners of the North Country, llc	Hosp-MD Partnership	Jan-15					
	Innovative Health Alliance of New York, LLC	Hosp-MD Partnership	Jan-15					
	NewYork Quality Care	Hosp-MD Partnership	Jan-15					
	Orange Accountable Care of New York	Physician-only	Jan-15					
	Richmond Quality, LLC	Hosp-MD Partnership	Jan-15					
	Cayuga Area Preferred, Inc.	Hosp-MD Partnership	Jan-16					
4	Empire State Health Partners, LLC	Physician-only	Jan-16					
	Hudson Accountable Care, LLC	Physician-only	Jan-16					
	Matrix ACO LLC	Physician-only	Jan-16					
	Northwell Health ACO	Hosp-MD Partnership	Jan-16					
	St. Joseph's Health ACO	Hosp-MD Partnership	Jan-16					

Growth in ACOs in New York State, 2013-17

of Beneficiaries and ACOs



MSSP ACOs in NY State by Region, 2016

Upstate (N = 10)

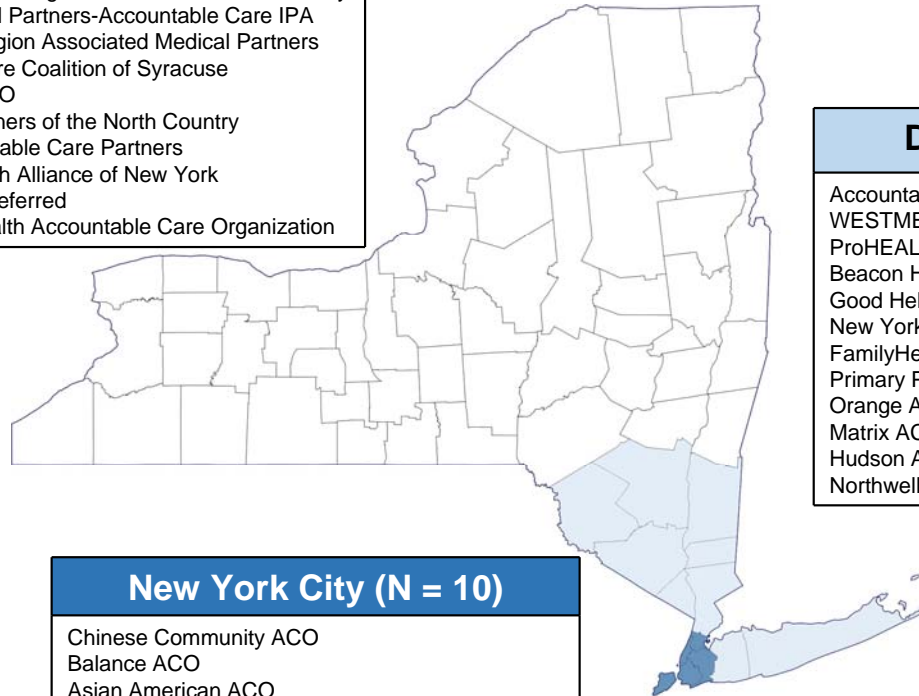
Accountable Care Organization of the North Country
Catholic Medical Partners-Accountable Care IPA
Chautauqua Region Associated Medical Partners
Accountable Care Coalition of Syracuse
Adirondacks ACO
Healthcare Partners of the North Country
Bassett Accountable Care Partners
Innovative Health Alliance of New York
Cayuga Area Preferred
St. Josephs Health Accountable Care Organization

Downstate (N = 12)

Accountable Care Coalition of Mount Kisco
WESTMED Medical Group
ProHEALTH Accountable Care Medical Group
Beacon Health Partners
Good Help ACO
New York State Elite (NYSE) ACO
FamilyHealth ACO
Primary PartnerCare ACO IPA
Orange Accountable Care of New York
Matrix ACO
Hudson Accountable Care
Northwell Health ACO

New York City (N = 10)

Chinese Community ACO
Balance ACO
Asian American ACO
Mount Sinai Care
HHC ACO
Accountable Care Coalition of Greater New York
Richmond Quality
NewYork Quality Care
Aledade Primary Care ACO
Empire State Health Partners



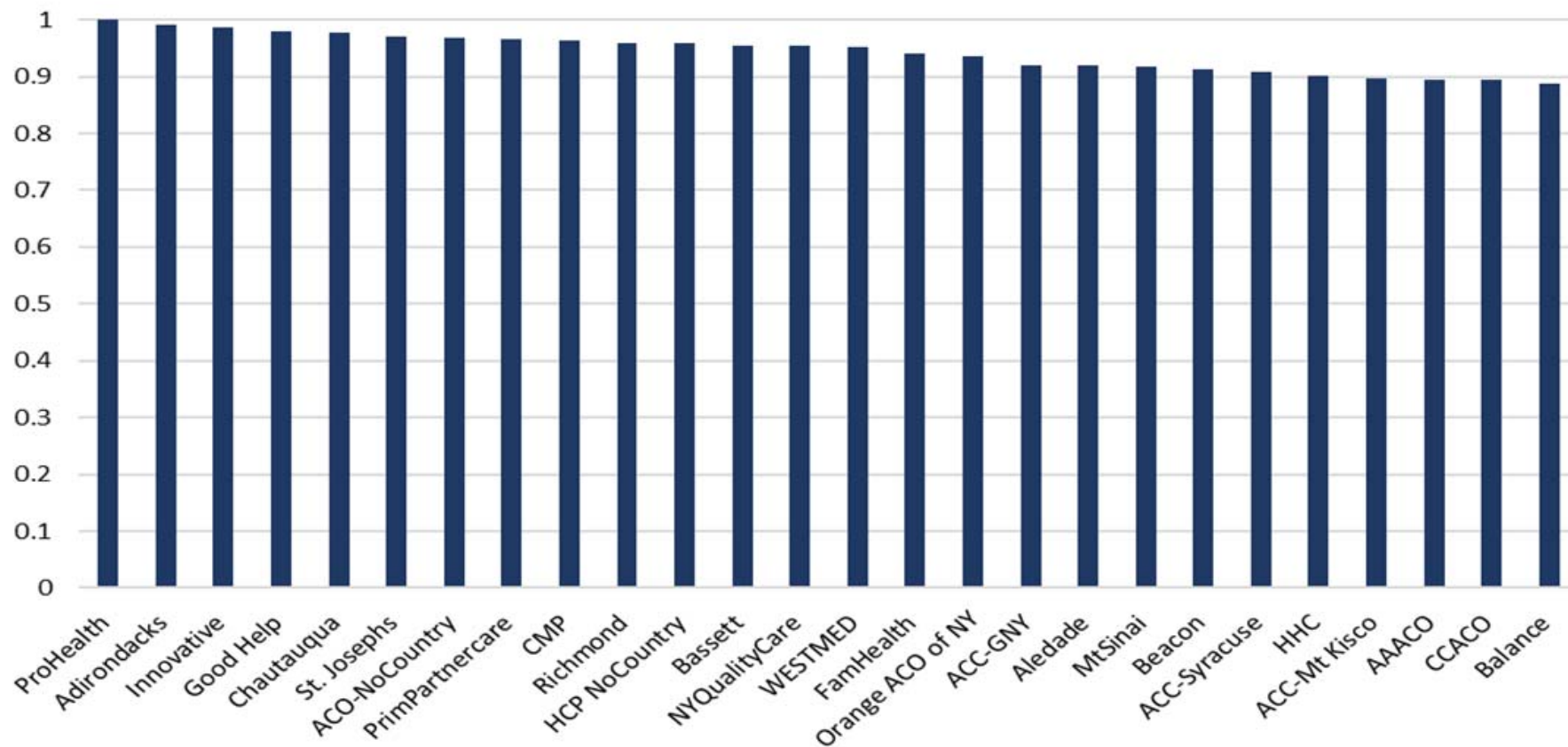
MSSPs in NYS – Financial Results, 2016

	Start Date	ACOName	Assigned Beneficiaries	Benchmark Spend	Actual Spend	Savings/Loss vs. Benchmark	Shared Savings (Losses)
1	7/1/2012	Balance ACO	6,051	\$119,762,995	\$91,531,752	\$28,231,243	\$11,976,300
2	1/1/2015	Richmond Quality, LLC	6,543	\$73,459,544	\$66,070,074	\$7,389,470	\$3,473,744
3	1/1/2015	Orange Accountable Care of NY	8,165	\$105,483,084	\$98,408,718	\$7,074,366	\$3,242,894
4	4/1/2012	Chinese Community ACO	9,896	\$91,862,414	\$85,471,266	\$6,391,148	\$2,797,831
5	1/1/2013	HHC ACO Inc	10,042	\$85,426,675	\$81,834,510	\$3,592,166	\$1,586,859
6	7/1/2012	WESTMED Medical Group	12,967	\$127,419,819	\$124,405,157	\$3,014,662	\$0
7	1/1/2015	NewYork Quality Care	31,008	\$375,268,362	\$373,548,567	\$1,719,794	\$0
8	1/1/2016	Matrix ACO LLC	5,547	\$70,764,228	\$69,085,256	\$1,678,972	\$0
9	7/1/2012	Asian American ACO	11,547	\$103,903,899	\$102,916,678	\$987,221	\$0
10	1/1/2015	Aledade Primary Care ACO LLC	14,595	\$136,467,887	\$135,547,751	\$920,136	\$0
11	7/1/2012	Chautauqua Medical Partners, LLC	6,721	\$60,492,360	\$60,281,160	\$211,199	\$0
12	1/1/2013	Good Help ACO	74,386	\$694,209,251	\$694,109,458	\$99,792	\$0
13	4/1/2012	ACC of Mount Kisco, LLC	23,962	\$216,584,282	\$216,767,340	(\$183,058)	\$0
14	7/1/2012	ACC of Syracuse, LLC	17,956	\$142,241,741	\$142,637,327	(\$395,586)	\$0
15	1/1/2016	Empire State Health Partners, LLC	7,167	\$77,408,726	\$78,521,607	(\$1,112,881)	\$0
16	1/1/2016	Cayuga Area Preferred, Inc.	6,784	\$49,066,101	\$50,286,682	(\$1,220,580)	\$0
17	4/1/2012	ACO of the North Country, LLC	9,778	\$84,083,672	\$85,825,057	(\$1,741,386)	\$0
18	1/1/2016	Hudson Accountable Care, LLC	11,891	\$112,841,481	\$114,885,409	(\$2,043,928)	\$0
19	7/1/2012	ProHEALTH Medical Group	32,683	\$309,021,566	\$311,107,881	(\$2,086,315)	\$0
20	1/1/2016	St. Josephs Health ACO	14,531	\$123,618,338	\$125,819,749	(\$2,201,411)	\$0
21	1/1/2016	Northwell Health ACO	40,560	\$495,901,332	\$498,595,662	(\$2,694,330)	\$0
22	1/1/2014	Adirondacks ACO, LLC	6,775	\$57,707,024	\$60,702,870	(\$2,995,846)	\$0
23	1/1/2015	HC Partners of the North Country	9,176	\$84,458,247	\$90,444,325	(\$5,986,078)	\$0
24	4/1/2012	Catholic Medical Partners	21,136	\$192,077,909	\$198,408,192	(\$6,330,283)	(\$2,532,113)
25	1/1/2014	New York State Elite (NYSE) ACO	6,710	\$140,981,277	\$147,387,241	(\$6,405,964)	\$0
26	1/1/2014	FamilyHealth ACO, LLC	7,881	\$80,771,488	\$88,006,156	(\$7,234,668)	\$0
27	1/1/2015	Bassett Accountable Care Partners	14,056	\$136,200,837	\$144,115,028	(\$7,914,192)	\$0
28	1/1/2014	ACC of Greater New York, LLC.	27,149	\$251,879,111	\$260,106,370	(\$8,227,259)	\$0
29	1/1/2014	Primary PartnerCare ACO IPA	19,057	\$219,781,843	\$228,237,224	(\$8,455,381)	\$0
30	1/1/2015	Innovative Health Alliance	24,045	\$219,220,927	\$228,017,339	(\$8,796,411)	\$0
31	7/1/2012	Beacon Health Partners, LLP	35,891	\$451,892,091	\$472,828,968	(\$20,936,877)	\$0
32	7/1/2012	Mount Sinai Care, LLC	42,218	\$461,461,185	\$486,171,043	(\$24,709,858)	\$0

MSSPs in New York State Summary of Financial Performance, 2016

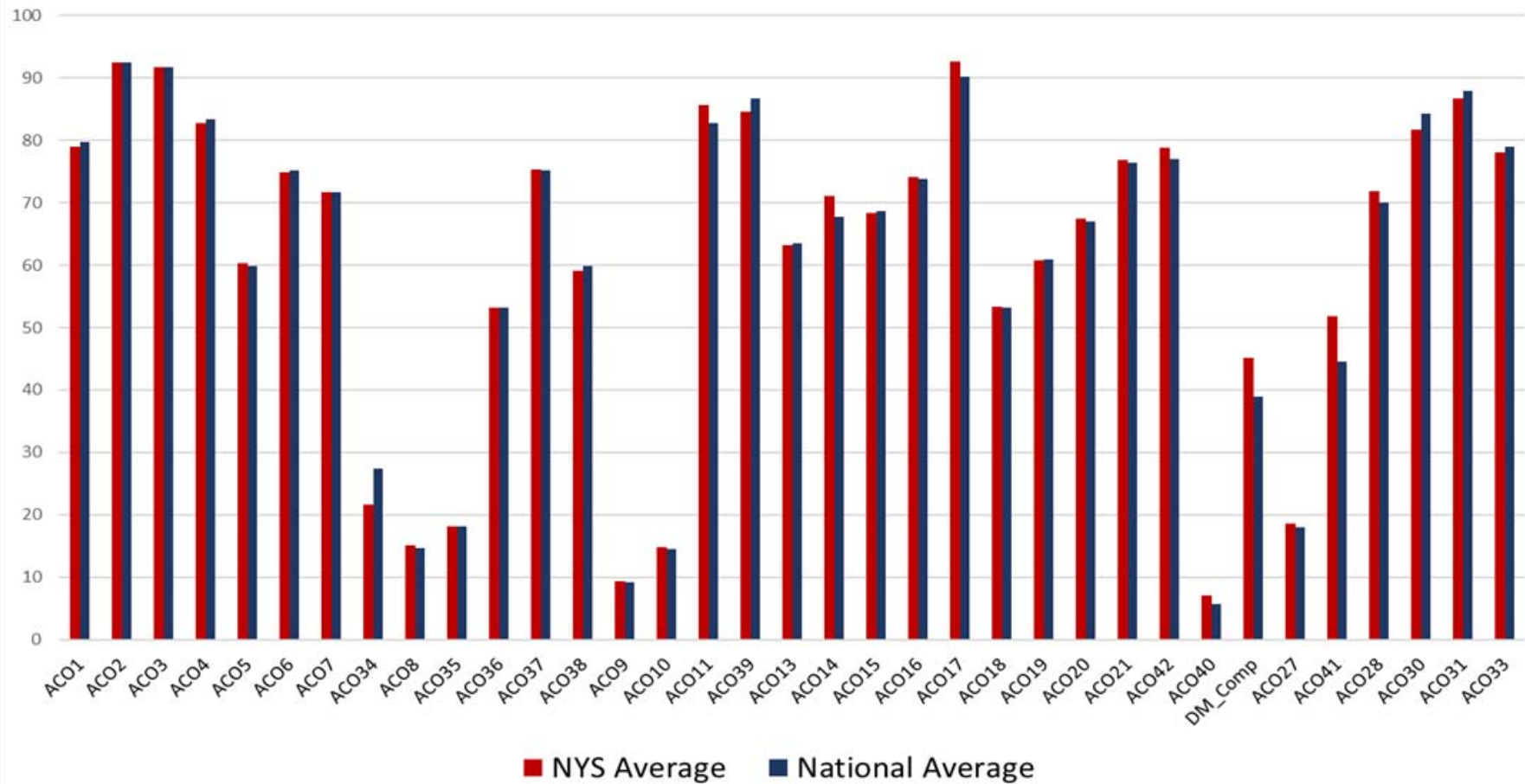
	Assigned Beneficiaries	Benchmark Spend	Actual Spend	Savings/Loss vs. Benchmark	Shared Savings (Losses)
ACOs Generating Shared Savings (N = 5)	40,697	\$475,994,712	\$423,316,320	\$52,678,393	\$23,077,628
ACOs w Savings , but < MSR (N = 7)	156,771	\$1,568,525,806	\$1,559,894,027	\$8,631,776	\$0
ACOs w Expenses > Benchmark (N = 20)	379,406	\$3,907,199,178	\$4,028,871,470	(\$121,672,292)	(\$2,532,113)
NYS MSSP Totals	576,874	\$5,951,719,696	\$6,012,081,817	(\$60,362,123)	\$20,545,515

NYS MSSP ACOs - Reported Quality Scores PY-4 (2016)



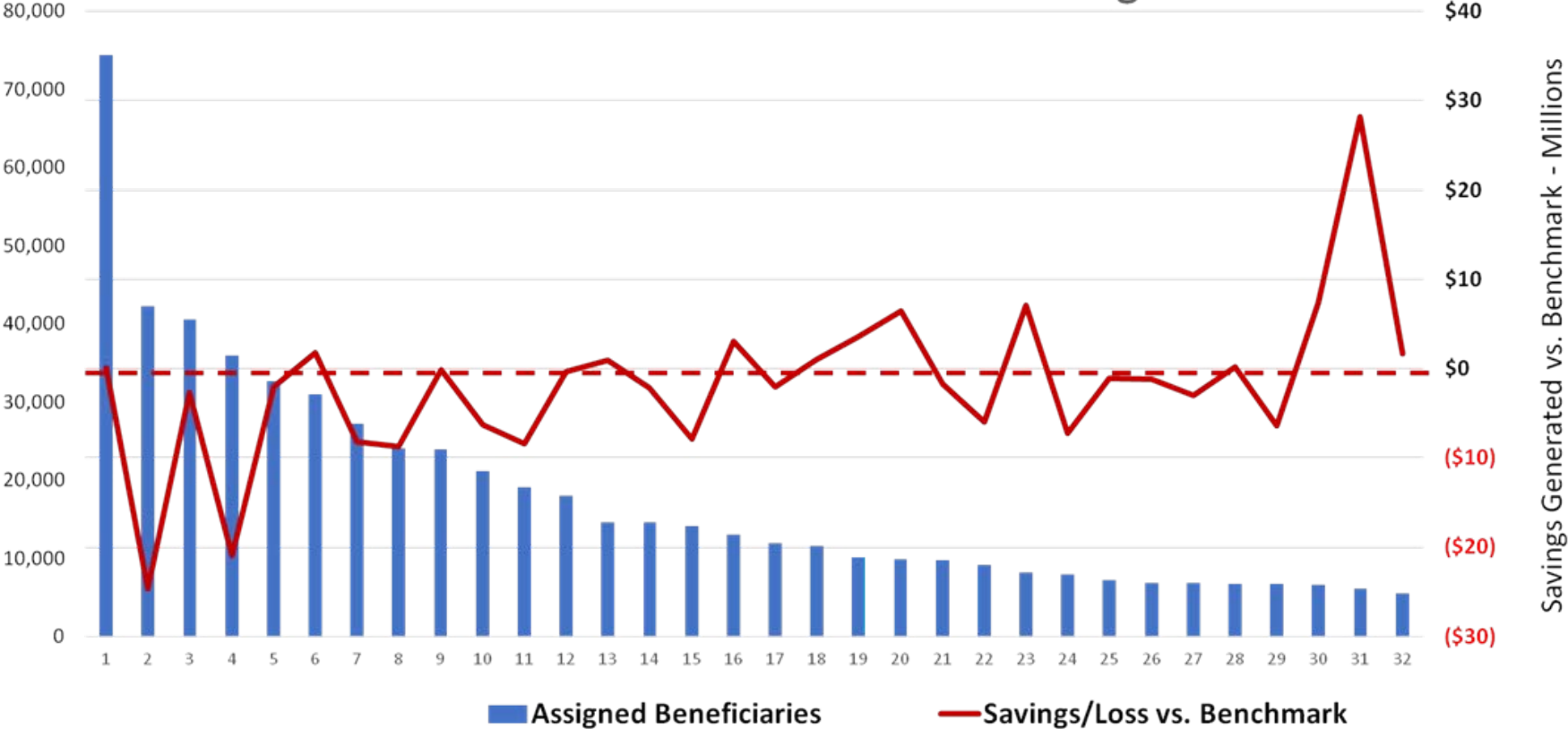
NYS MSSP - Quality Results, 2016

NYS MSSP State Average vs. National Average Performance



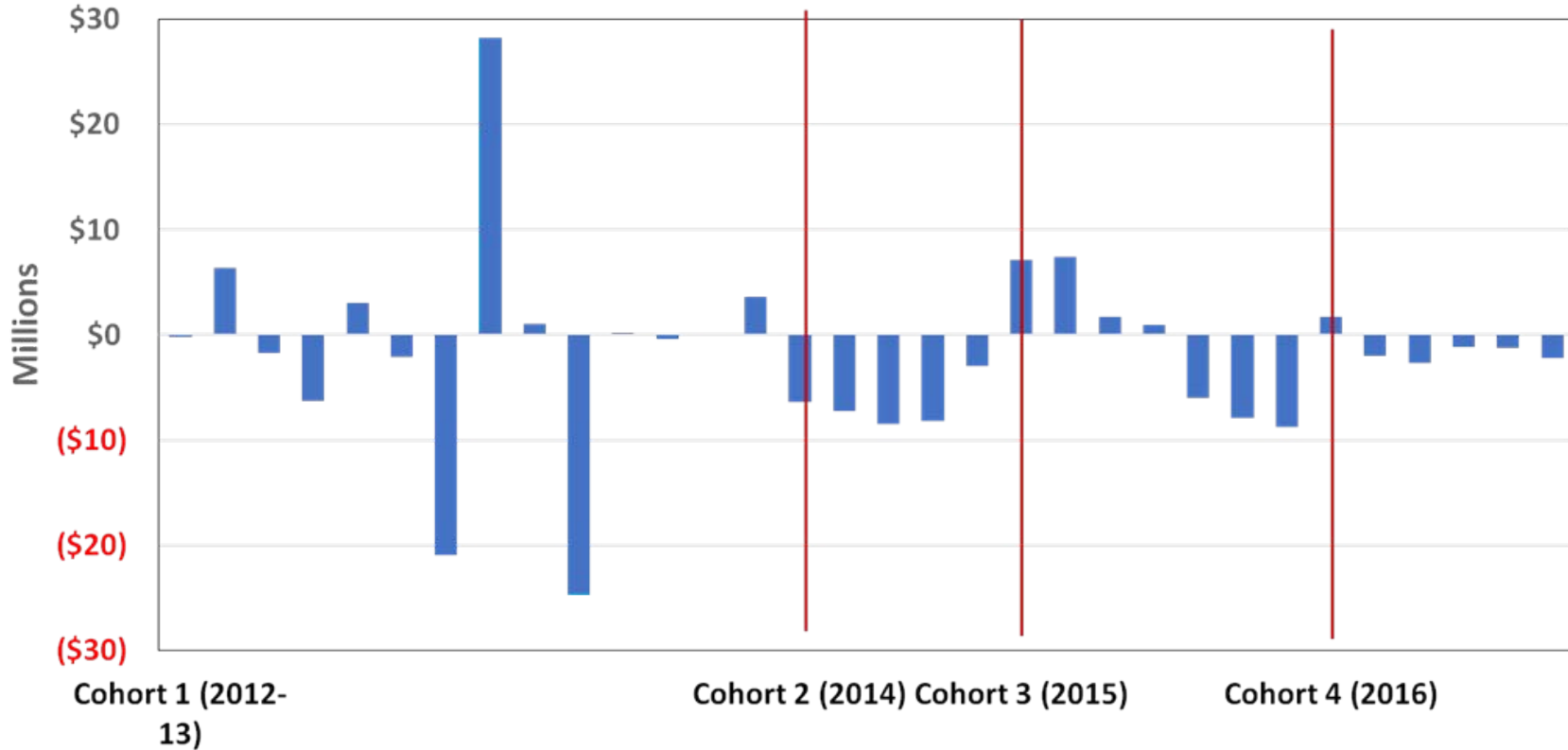
Does Size Matter?

New York State MSSP ACOs Performance in 2016 Number of Attributed Beneficiaries vs Savings

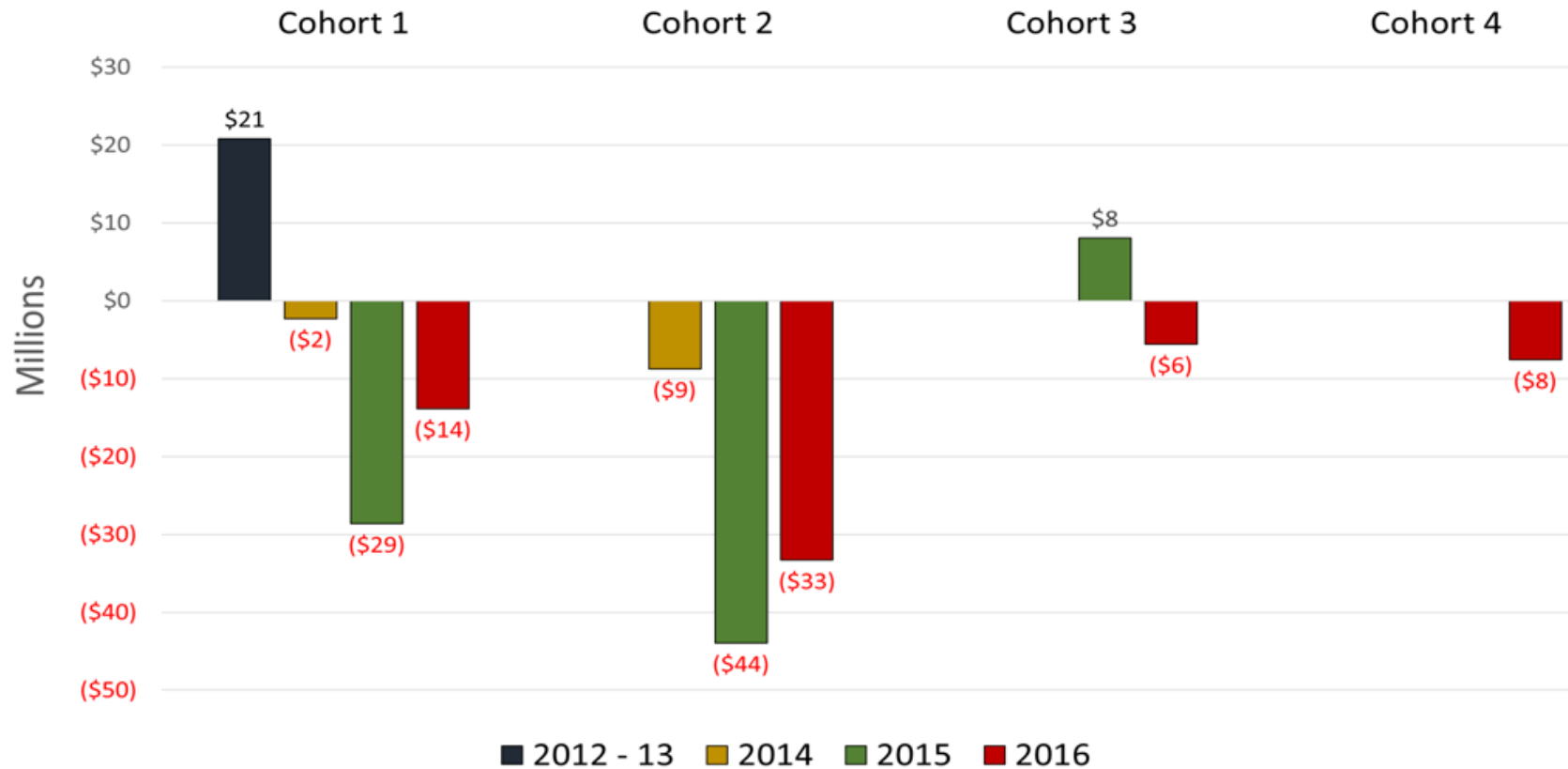


Does Experience Matter?

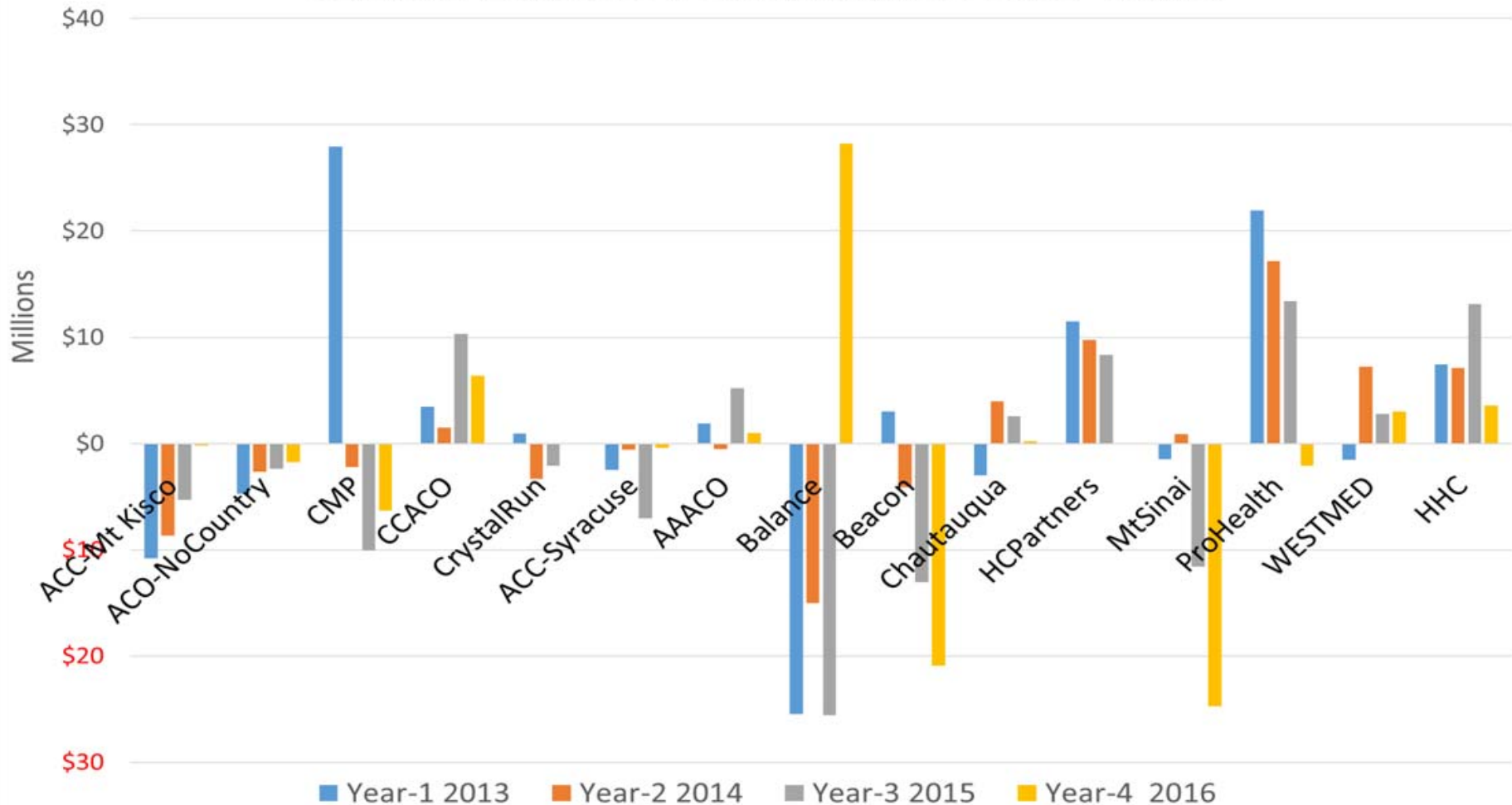
Impact of Length of Time in ACO Program
On 2016 Savings/Loss vs. Benchmark



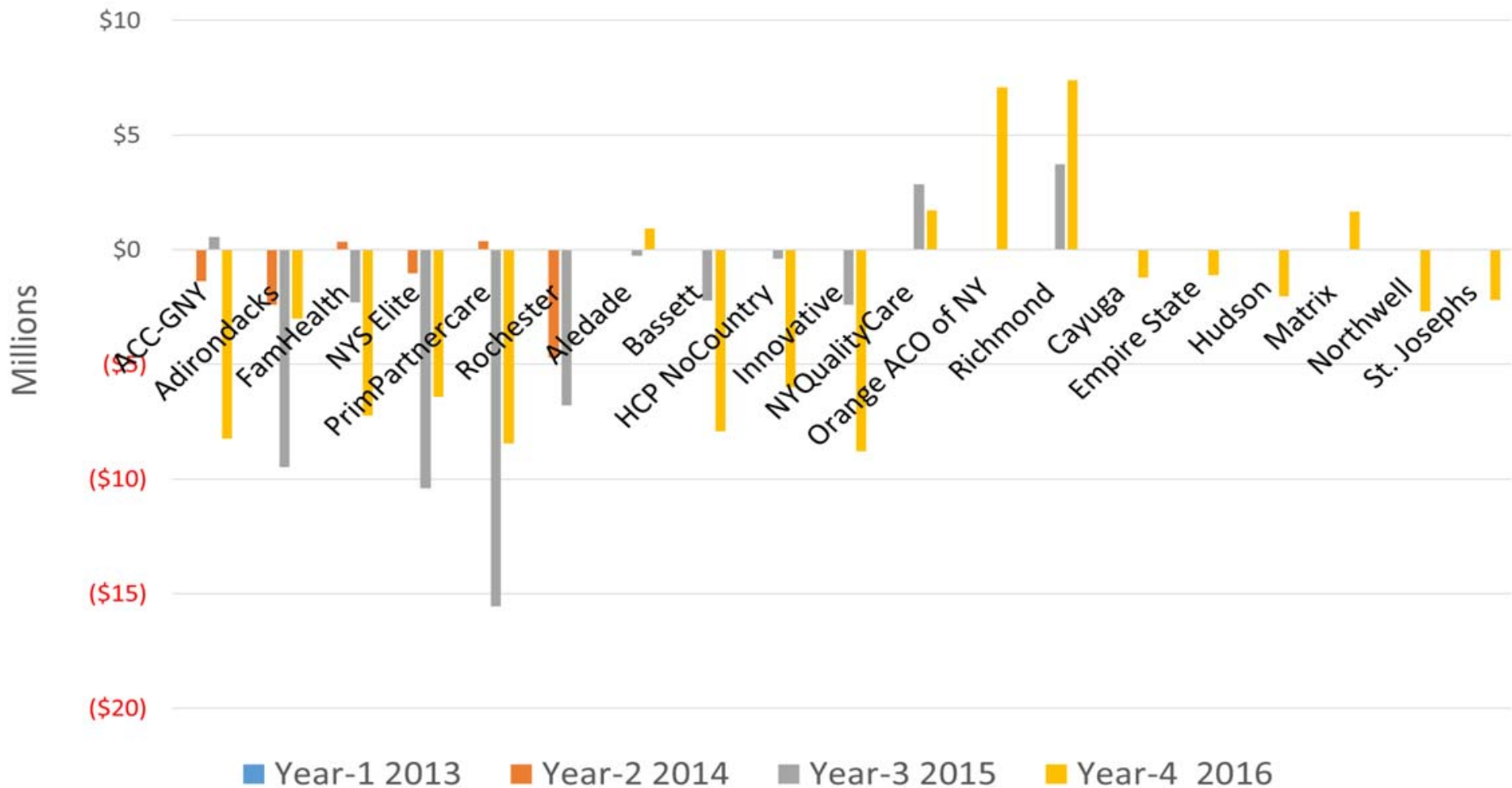
Performance of NYS MSSPs by Cohort and Year



Cohort 1 ACOs: Performance Over Time

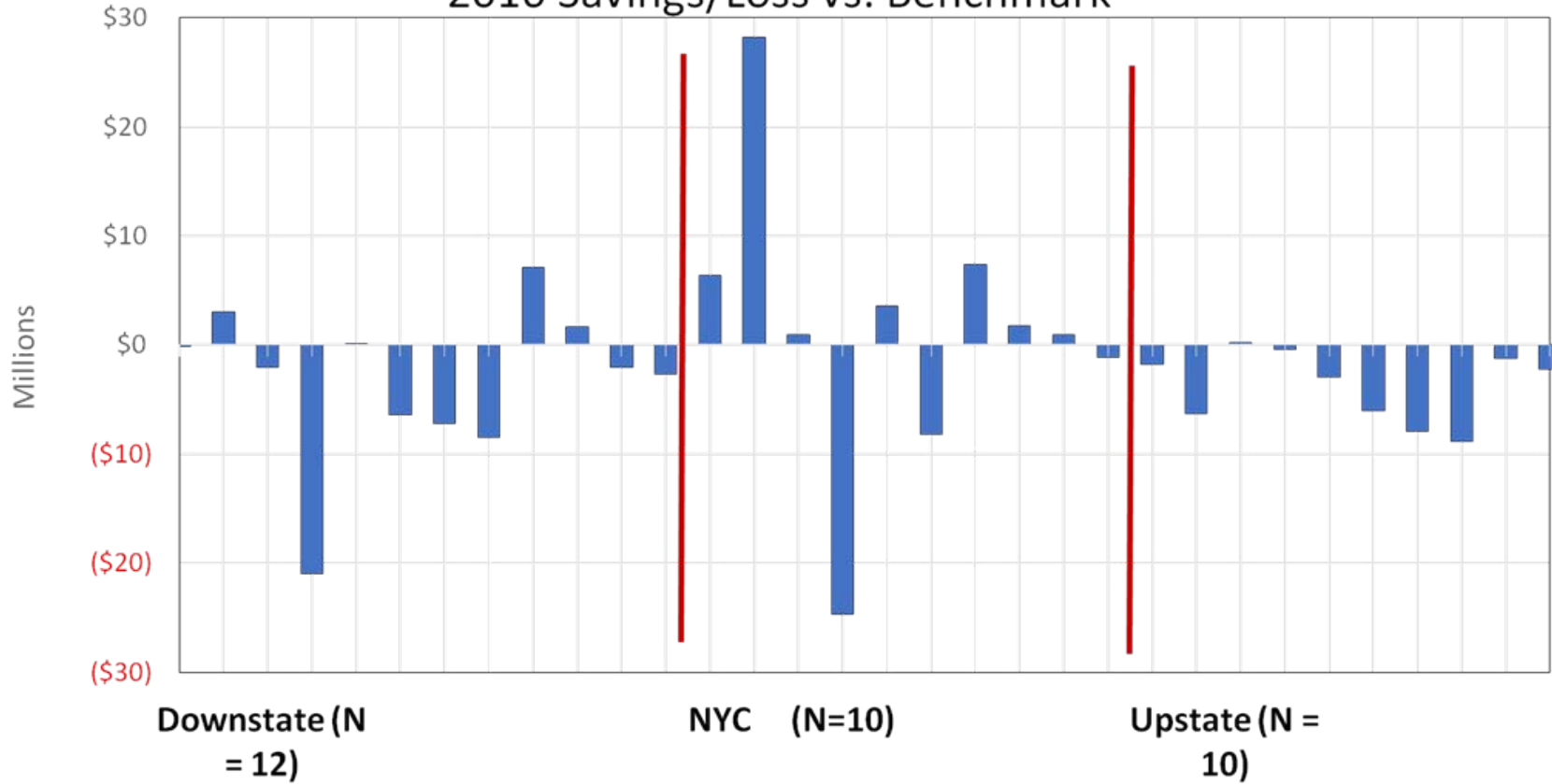


Cohorts 2, 3 and 4 ACOs: Performance Over Time



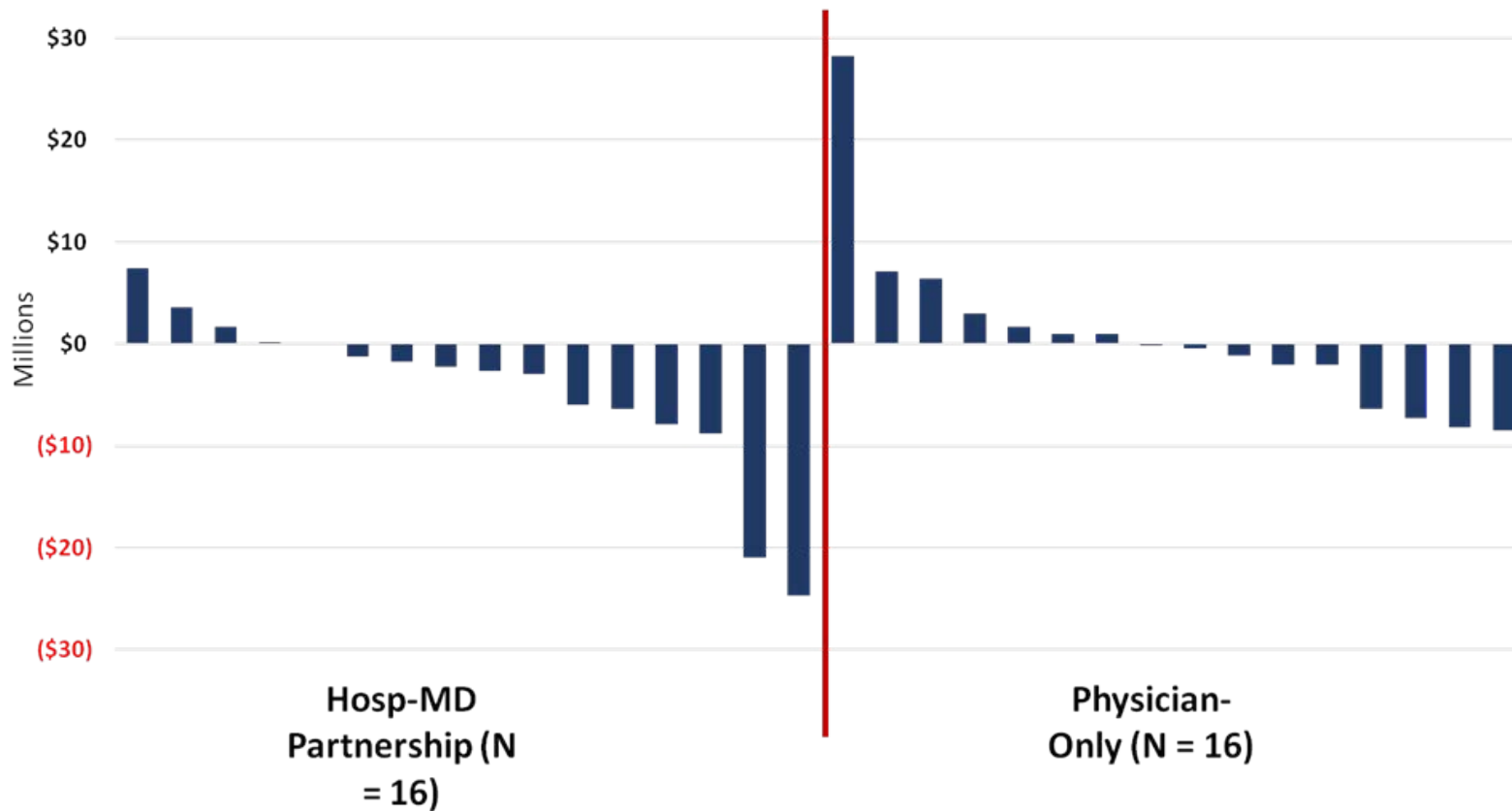
Does Location Matter?

A Regional Perspective
2016 Savings/Loss vs. Benchmark



Does Sponsorship Matter?

2016 Savings/Loss vs. Benchmark
By ACO Sponsorship



What Does matter?

- ***Mechanics, for Sure***

- *Attribution*
- *Risk adjustment*
- *Benchmarking*
- *Minimum Savings Rates*

- ***And, the Un-quantifiables***

- *Pre-existing Infrastructure*
- *Leadership*
- *Tribal Identity, and “Us-ness”*
- *Patience, and a sense that these are tricks we all need to learn*