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**
  - **>72K admissions/OBS & SORUs**
  - **1,5[illegible] licensed inpatient beds**

Physician Practice Group

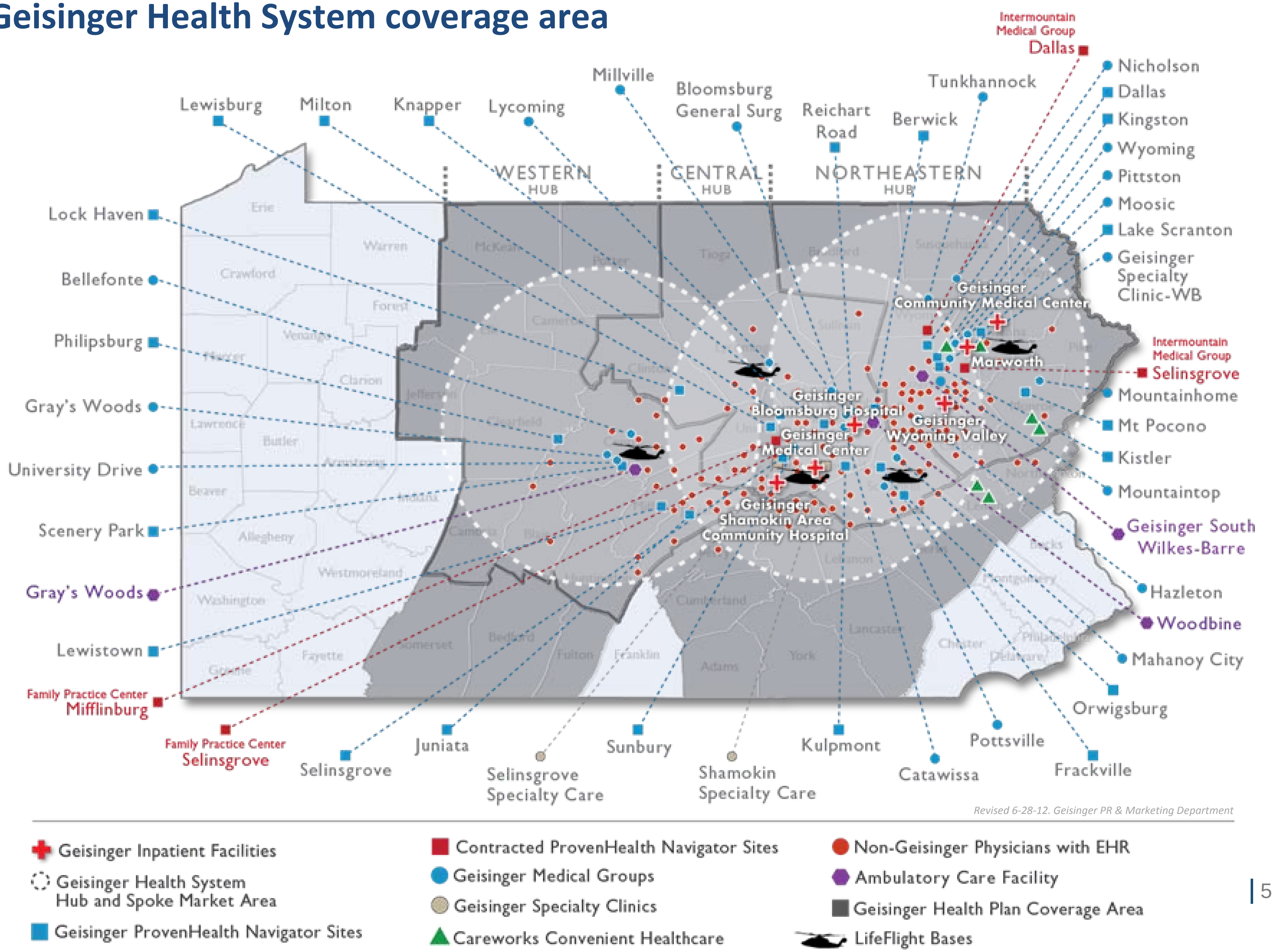
- **Multispecialty group**
  - **~1,000 physicians**
  - **~520 advanced practitioner FTEs**
  - **65 primary & specialty clinic sites (37 Community Practice Sites)**
- **Freestanding outpatient surgery center**
- **> 2.1 million clinic outpatient visits**
- **~360 resident & fellow FTEs**

Managed Care Companies

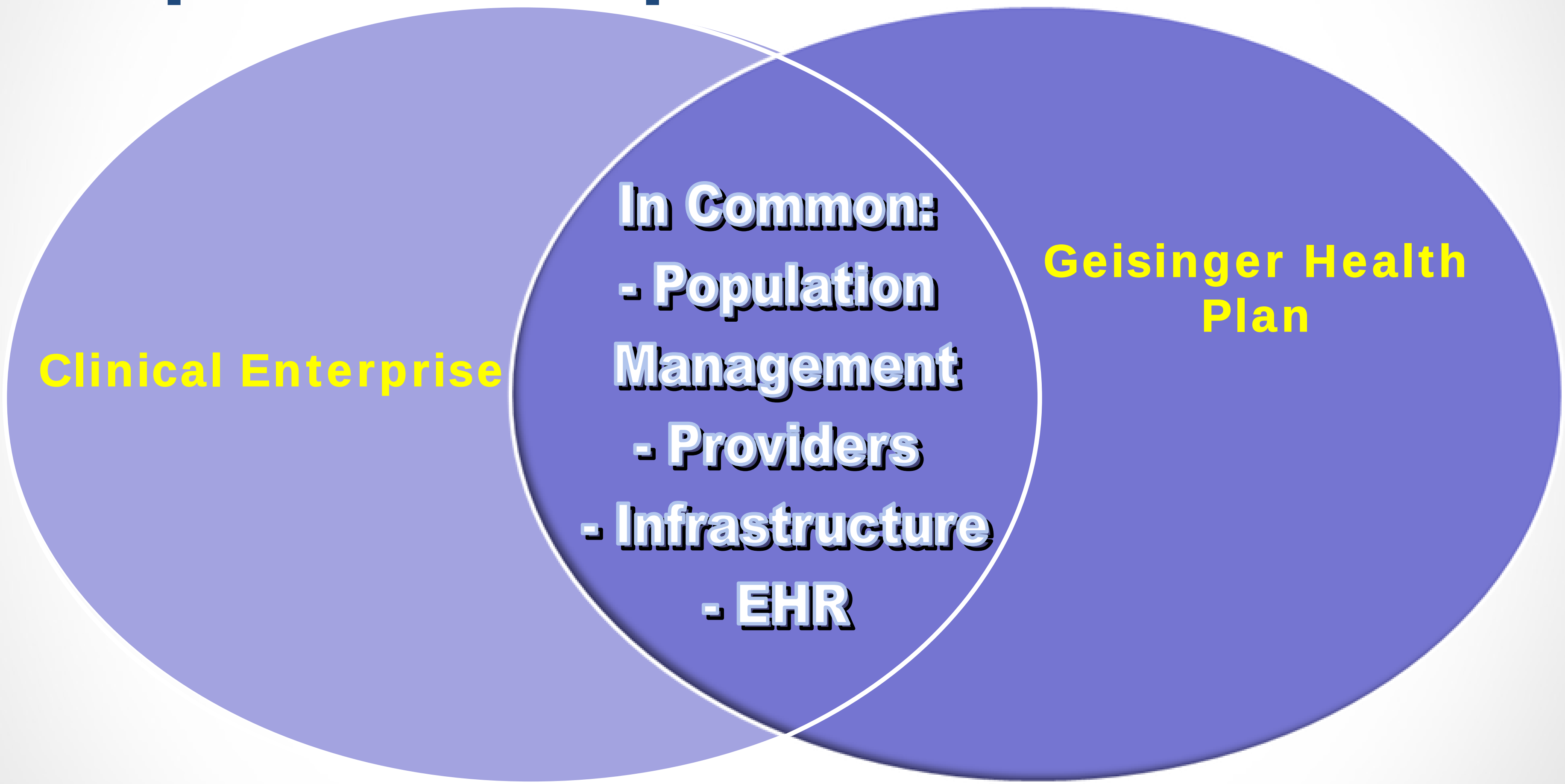
- **~400,000 members (including ~63,000 Medicare Advantage members)**
- **Diversified products**
- **~30,000 contracted providers/facilities**
- **43 PA counties**
- **PA Medicaid initiative**
- **Out of state TPA contracts**

Note: Numerical references based on fiscal 2012 budget plus impact of GSACH , GCMC and GBH acquisitions.

Geisinger Health System coverage area

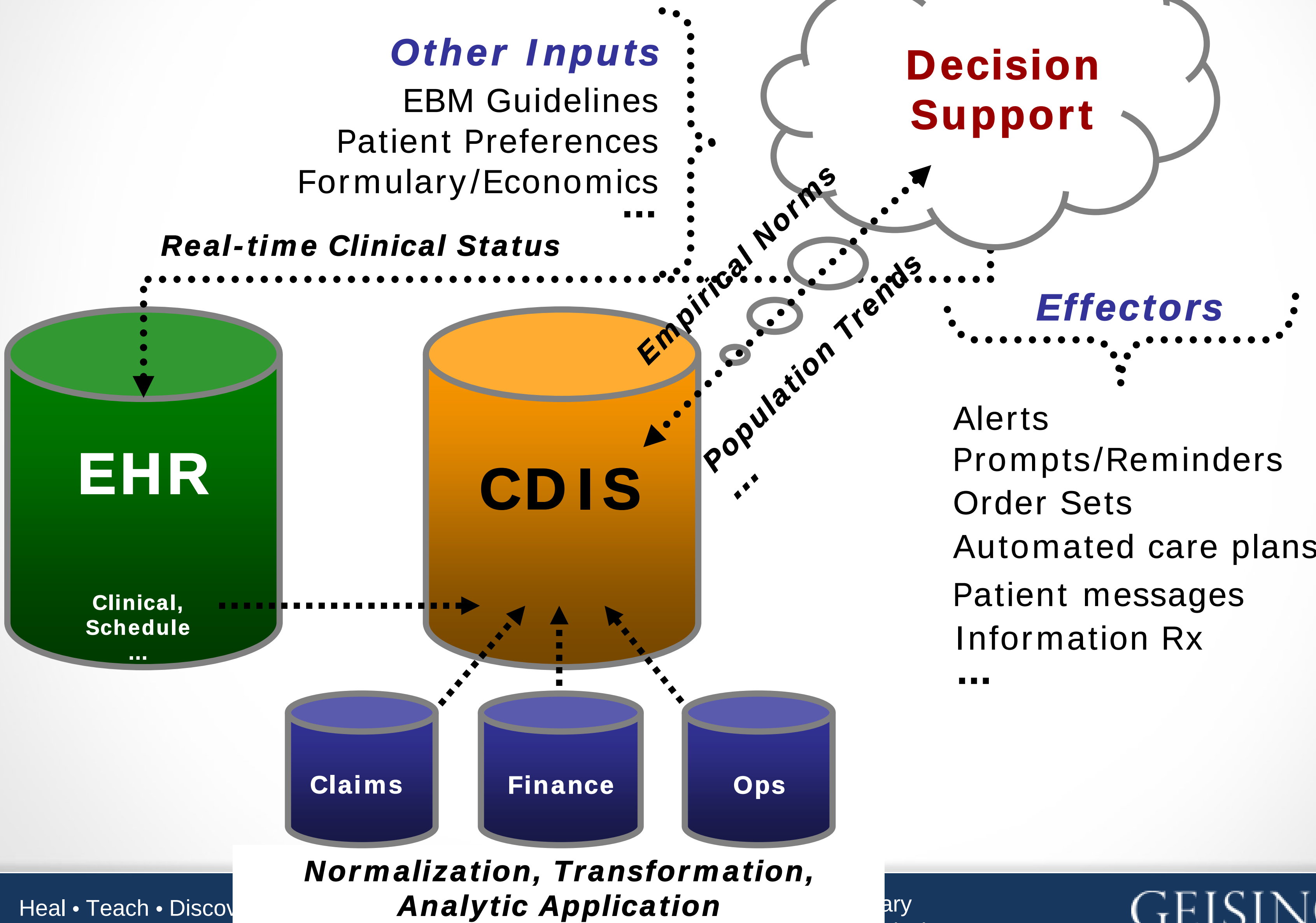


The Sweet Spot: Our realm of partnership and innovation

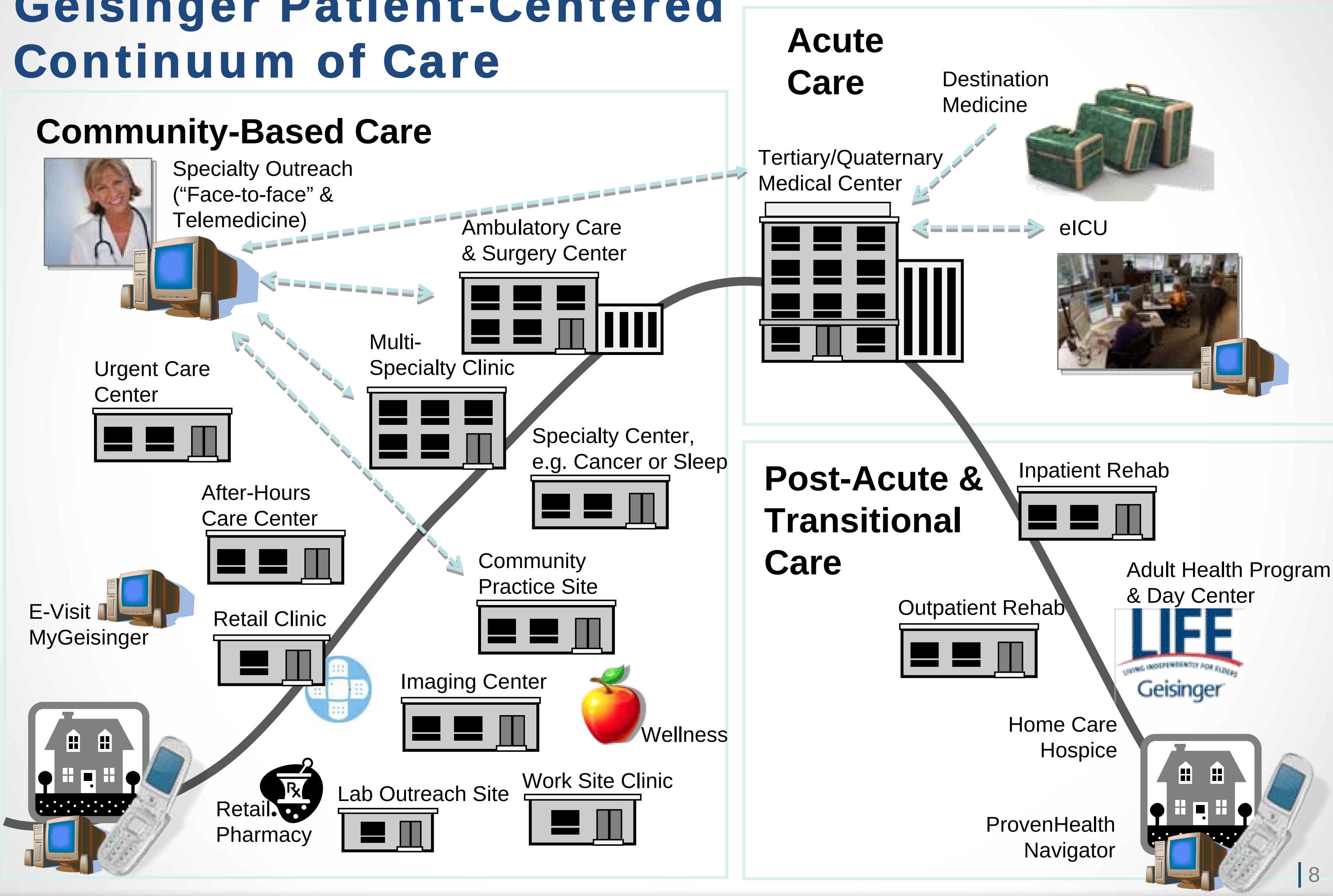


Aligned objectives for the greatest impact

Clinical Decision Intelligence System (CDIS)



Geisinger Patient-Centered Continuum of Care



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

	Sites	MA members	Commercial members	Medicare members	Total**
2006	3	3,100	800	2,000	31,000
2007	10	7,300	8,500	11,000	119,000
2008	12	4,600	7,000	7,800	94,000
2009	12	4,300	7,100	5,300	55,000
2010-11	9	1,100	4,600	3,000	61,000
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

Geisinger Health System Community Practice Service Line

Maria Kobylinski MD
Chair

Corporate Function Leaders

Lee Myers
Vice President

Kim Aboud
Marketing

Becky Miller
Human Resources

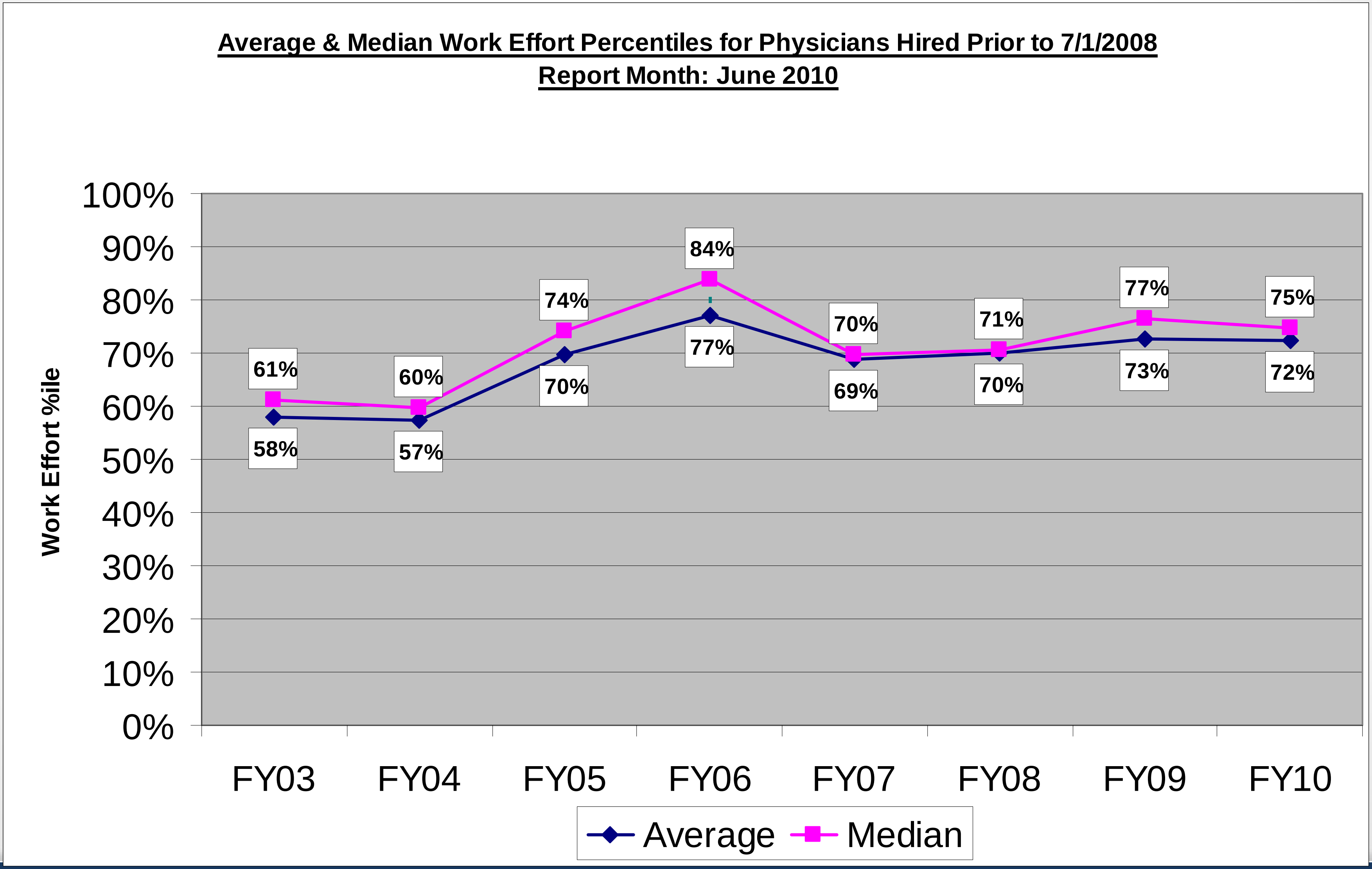
Brenda Eckrote
Finance

Liz Boyer
Best Practices

Fred Bloom, MD
Dept. Director
Quality & Performance Improvement

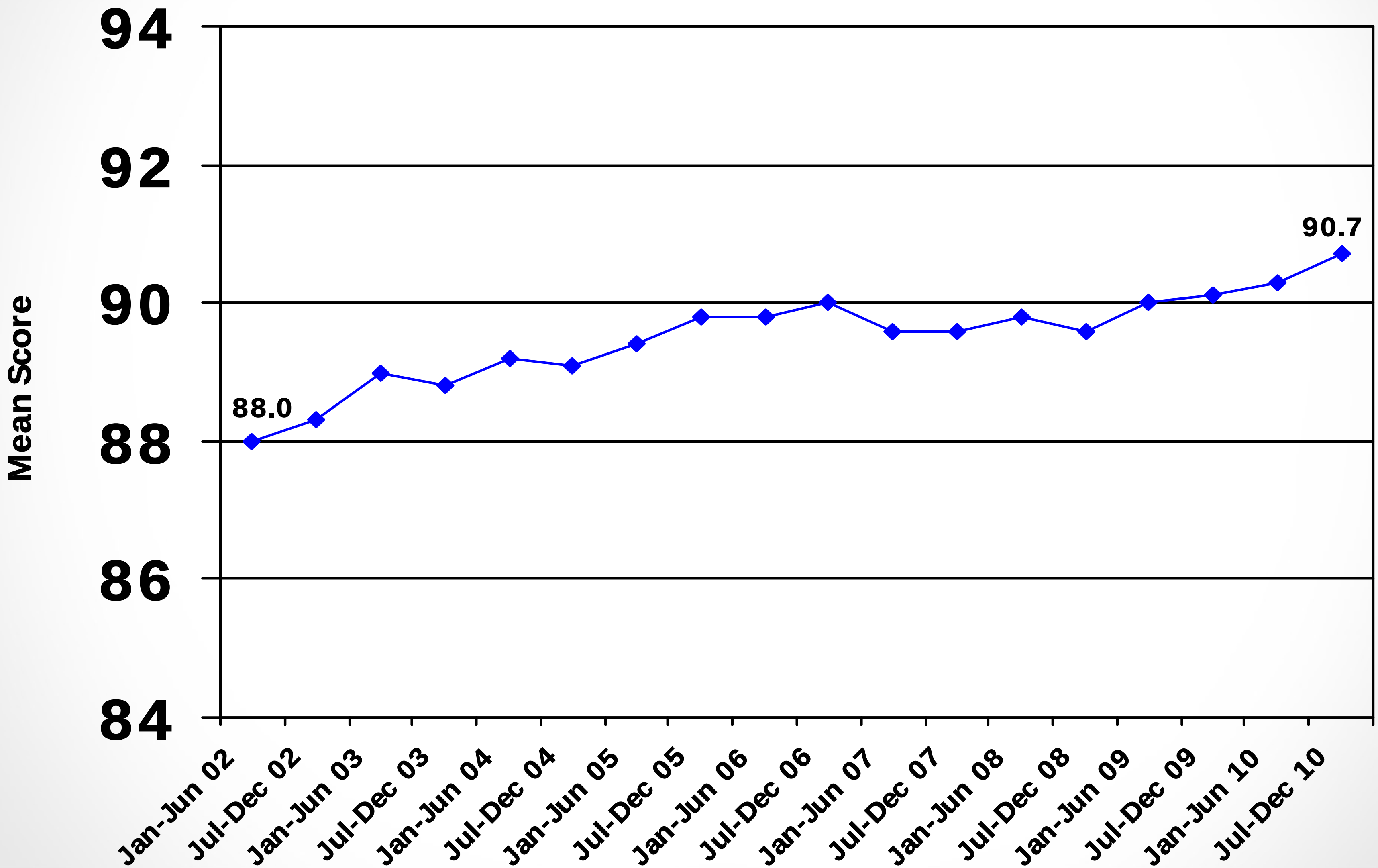
Centre County	**Clinton**	**Columbia County/ Knapper Clinic**	**Lewistown**	**Luzerne**	**Schuylkill County**	**Scranton**	**Snyder/Union/ Lycoming**	**Wyoming County**
R. Nungesser, MD M.Bannon R. Price* J. Schifano* (*specialties)	J. Young, MD R. Price	A. Billas, MD T. Bower	J. Pagnotto, DO J. Schifano	M Kovalich, MD P. Langan	C Houk MD N. Micozzi	R.Martin, MD K Lloyd	M. Kobylinski,MD M. Taran	J. Gardner, MD K. Reposa
Bellefonte Mo. Valley Patton Forest Scenery Park* University Drive	Lock Haven McElhattan	Berwick Bloom RR Bloom GS Catawissa Knapper Clinic Millville	Juniata Lewistown	Dallas Hazleton Kingston Kistler Clinic Mountaintop GMG-South Wilkes-Barre Wyoming	Frackville FP MahanoyCityFP Orwigsburg FP Pottsville FP S. Peds – Potts Tri-Valley FP	Lake Scranton Mt. Pocono Mountainhome Moosic Pittston	Kulpmont Lewisburg Lycoming Milton Selinsgrove Sunbury	Nicholson Tunkhannock

CPSL Physicians* Average McGladrey Productivity



GEISINGER
REDEFINING BOUNDARIES

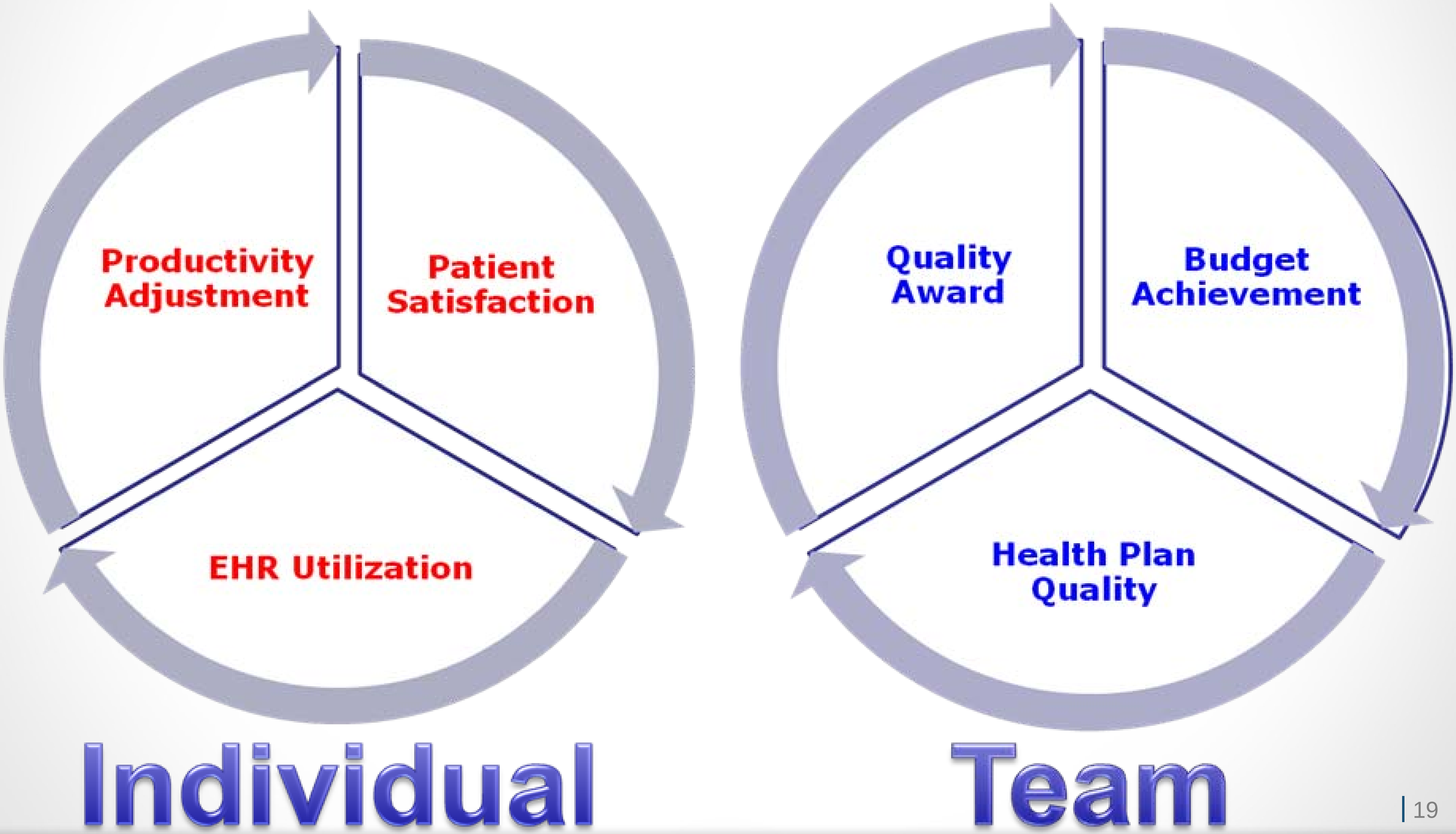
CPSL Overall Patient Satisfaction Mean Scores



CPSL Physician Compensation Guiding Principles

- Individual physicians should have the ability to impact their compensation
- Those who contribute more will be compensated more
- Factors other than productivity will also be rewarded
- Factors that impact results rapidly and significantly will be rewarded first
- Parameters and processes will evolve as measurement tools and results improve

CPSL Physician Compensation: Bi-Annual



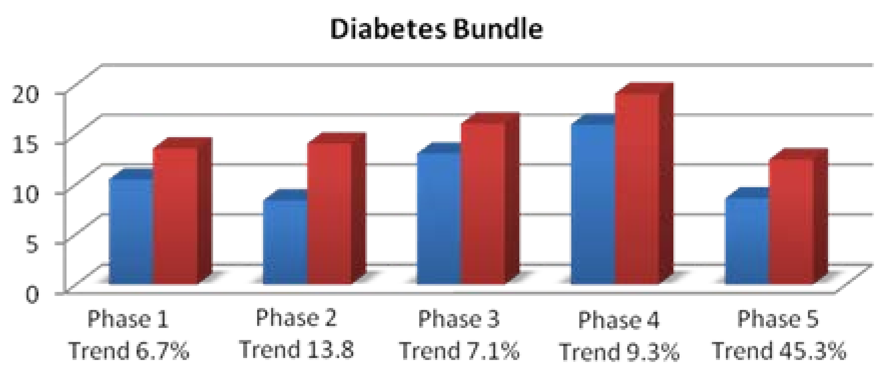
Who is part of the "team" for awards

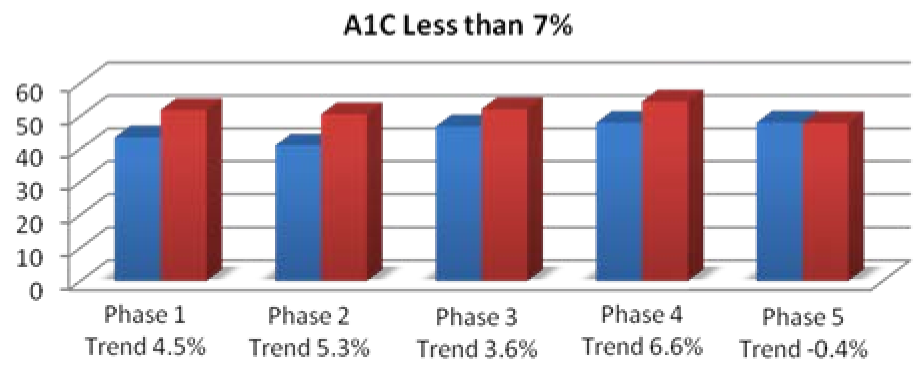
- Everyone who touches a patient
  - Physician
  - Advanced Practitioner
  - Nurse Care Manager
  - Clinic "nurse"
  - Front Desk staff
  - Phone staff
  - Etc

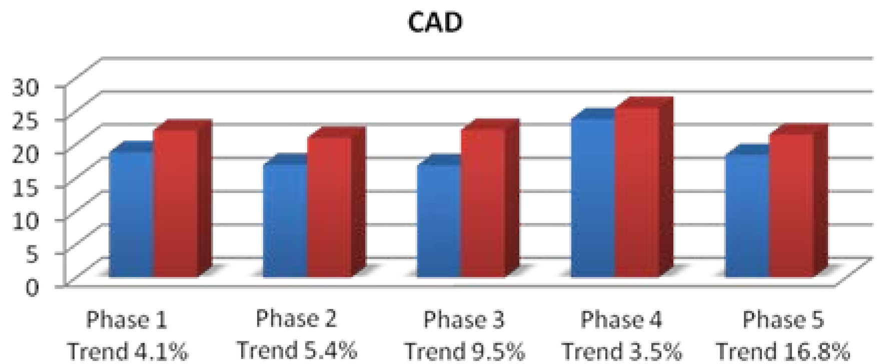
CPSL Physician Compensation: Annual

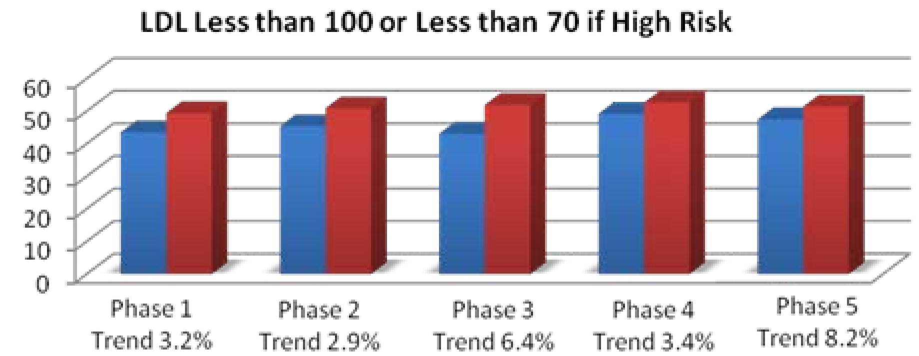
Individual	• High Productivity Award
Individual	• Geisinger Citizenship
TEAM	• Results Share

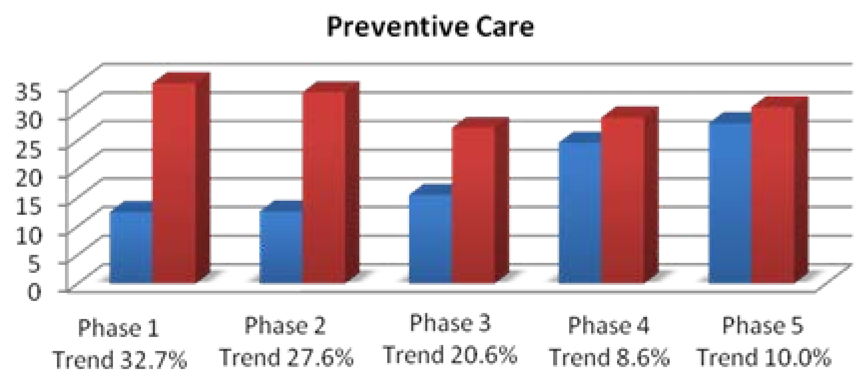
ProvenHealth Navigator® Quality Outcomes - 2011

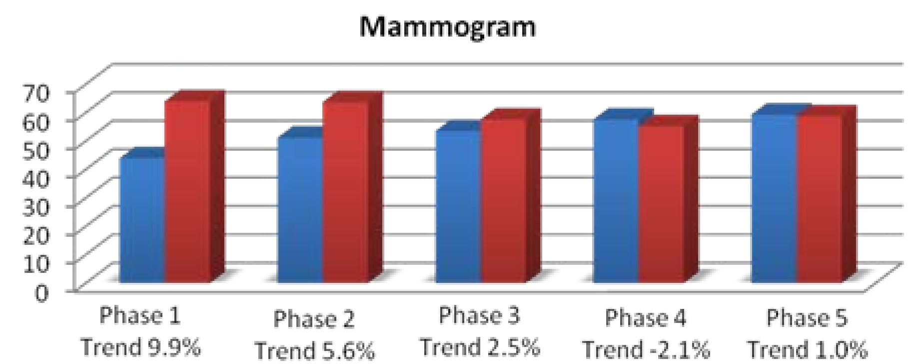






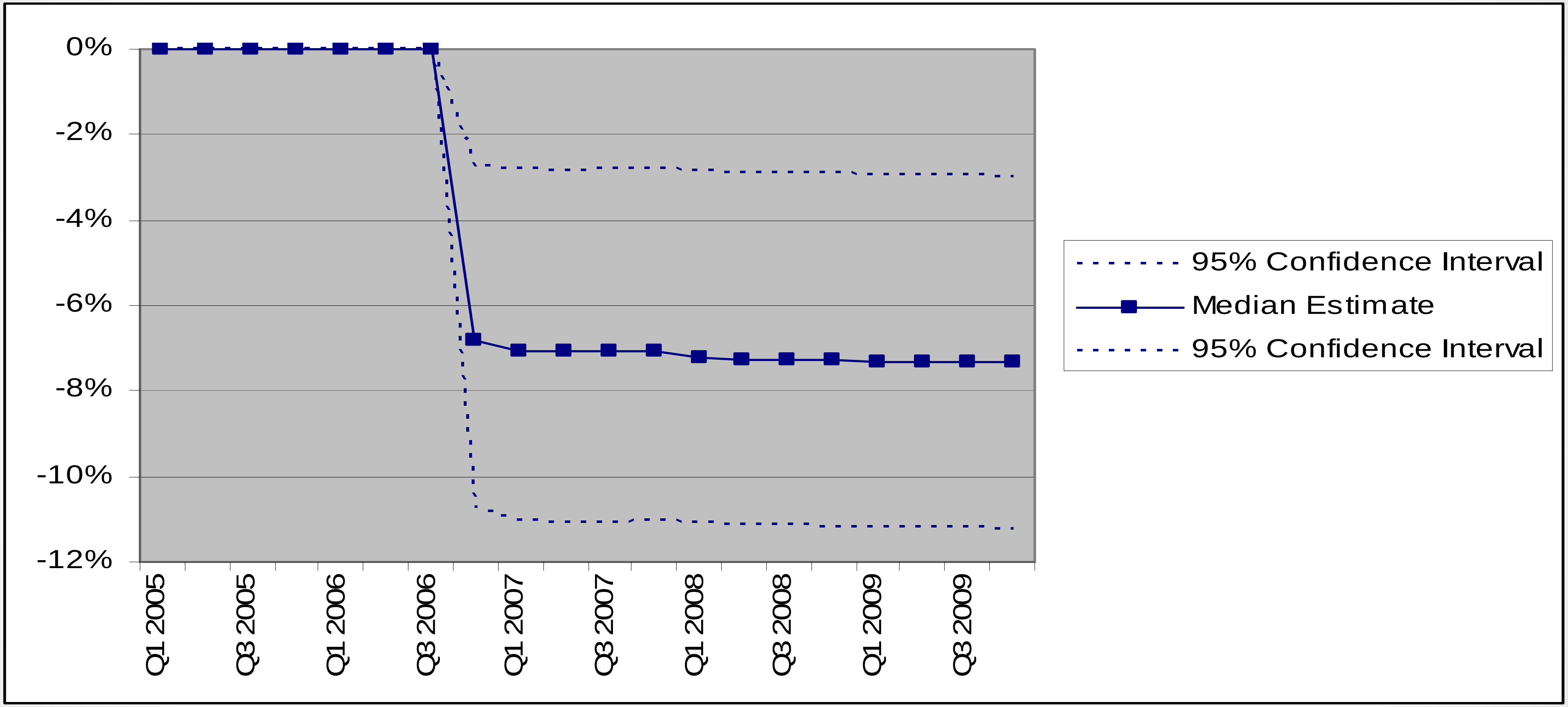






Phase 1 and 2 trends represent 2007 through 2011 trends – Blue Bar = 2007 & Red Bar= 2011
Phase 3 trends represent 2008 through 2011 trends – Blue Bar = 2008 & Red Bar = 2011
Phase 4 trends represent 2009 through 2011 trends – Blue Bar = 2009 & Red Bar = 2011
Phase 5 trends represent 2010 through 2011 trends – Blue Bar = 2010 & Red Bar = 2011

Cumulative percent difference in spending attributable to PHN



Cumulative percent difference in spending (Pre-Rx Allowed PMPM $) attributable to PHN in the first 21 PHN clinics for calendar years 2005-2009. Dotted lines represent 95% confidence interval. P = < 0.003


GAPP GOALS
NATION-LEADING QUALITY
&
$300 MILLION GAP
How do we achieve them?
RIGHT CARE
RIGHT WORKFLOW
RIGHT PROCESS
RIGHT TEAM
RIGHT RESOURCES
PATIENTS & MEMBERS ARE THE CENTER OF OUR UNIVERSE
DELIVERING VALUE
Increased QUALITY
Decreased COST
WIN ↔ WIN
Relentlessly Raising the Bar!
SET NO LOW ASPIRATIONS
NOT NO! BUT YES, IF!
&
STEP UP TO THE CHALLENGE
Confront the ELEPHANT IN THE ROOM!
THINK OUTSIDE THE BOX
Driving Transformational Change
TACTIC
DRIVER
GOAL
KEYS to LEADERSHIP
Integrity
Accountability
Collaboration
Communication
Evidence-Driven
UNLOCK FUTURE SUCCESS!