Pathways to Success In a New World of Healthcare Finance

Presentation to the 13th Annual Western Region Flex Conference
Tucson, AZ
June 11, 2015
Overview

1. Change is here
2. Creates opportunities as well as threats
3. Why respond other than an incremental adjustment?
4. How should organizations (hospitals) respond?
5. What are the results to which we should aspire?
Hospital care as the cornerstone of health care: rural challenge answered with Hill-Burton

Hospital financial structure challenged by Prospective Payment System (PPS): rural challenged answered with Flex Program

Health care delivery challenged by changes in site of care and payment shift to “value”: rural challenge answered with ...
Current rural landscape

- Population aging in place
- Increasing prevalence of chronic disease
- Sources of patient revenue change,
- Is small scale independence sustainable?
“My sense is that most small, rural hospitals have a feeling they will need to pick a partner eventually. Rural communities in the West are fiercely independent. It’s how they define who they are. John has a good hospital and he’s an excellent administrator so they don’t feel desperate. But it’s hard for rural hospitals to look ahead and think that they won’t have to have a partner.” [Sr VP for network development at Centura Health]
“There has to be a way for small, independent hospitals to show that they have high-quality, affordable care and to get reimbursed for what they do locally.” [CEO of Black River Falls Hospital in Wisconsin]

“Everyone is having trouble crossing the shaky bridge into value-based systems. If we do it correctly, rural health care will emerge stronger. I’m bullish on it in the long. In the short-run? We will have a lot of trouble.” [Brock Slabach, NRHA]

Tectonic shifts occurring

- Insurance coverage shifts: through health insurance marketplaces; private exchanges; use of narrow networks
- Public programs shifting to private plans
- Volume to value in payment designs
Tectonic shifts occurring

- Insurance coverage shifts: through health insurance marketplaces; private exchanges; use of narrow networks
Policy Change: Insurance Coverage

- Approximately 15 million newly insured as of Q1 2015: health insurance marketplace enrollment, Medicaid enrollment, employer-based insurance, purchase from traditional sources
- National data for all adults show 7.2% increase in insurance coverage in rural, 6.3% in urban (Urban Institute data)
- New payment contracts to negotiate for rural providers
Public programs shifting to private plans
Medicare Advantage and Changes to Medicaid Programs

- Rural Enrollment in MA, including prepaid plans, as of March 2015 more than 2.0 million, 21.2 percent of all beneficiaries
- Medicaid conversion to managed care organizations contracting to provide care; the MCOs determine provider payment
- Variations of accountable care organizations, with provider risk sharing
Percent of Eligible Medicare Non-Metropolitan Beneficiaries Enrolled in Medicare Advantage in Arizona, March 2015

Legend
Percent Enrolled
- Up to 5.4%
- 5.4% - 11.9%
- 12% - 19.5%
- 19.6% - 31.7%
- Above 31.7%

Source of Data: Centers for Medicare and Medicaid Services (CMS), as of March 2015. Produced by RUPRI Center for Rural Health Policy Analysis, 2015
Percent of Eligible Medicare Non-Metropolitan Beneficiaries Enrolled in Medicare Advantage in Nevada, March 2015

Legend
Percent Enrolled
- Up to 5.4%
- 5.4% - 11.9%
- 12% - 19.5%
- 19.6% - 31.7%
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113th Congressional Districts
Metropolitan Counties

Source of Data: Centers for Medicare and Medicaid Services (CMS), as of March 2015. Produced by RUPRI Center for Rural Health Policy Analysis, 2015
Percent of Eligible Medicare Non-Metropolitan Beneficiaries Enrolled in Medicare Advantage in Utah, March 2015

Source of Data: Centers for Medicare and Medicaid Services (CMS), as of March 2015. Produced by RUPRI Center for Rural Health Policy Analysis, 2015
Medicaid ACOs: Colorado and Other States

- Managed care to ACOs to ...
- Managed Care Organizations since 1983
- Accountable Care Collaborative started in 2011; now enrolling 58% of Medicaid clients
- Net savings of $29 to $33 million: reductions in ER use, imaging services, readmissions
- Oregon with Coordinated Care Organizations (2012)
- Minnesota with Integrated Health Partnerships (2013)

March 11, 2015

RURAL POLICY RESEARCH INSTITUTE
THE UNIVERSITY OF IOWA
Medicaid ACO Activities

- MN: IHPs must demonstrate partnerships with other agencies: social service public health
- MN: total cost of care calculations
- OR: CCOs must have community health needs assessment, encouraged to build partnerships with social service and community entities

Tectonic shifts occurring

- Volume to value in payment designs
Speed and Magnitude: Goals for Medicare Payment

- 30 percent of Medicare provider payments in alternative payment models by 2016
- 50 percent of Medicare provider payments in alternative payment models by 2018
- 85 percent of Medicare fee-for-service payments to be tied to quality and value by 2016
- 90 percent of Medicare fee-for-service payments to be tied to quality and value by 2018
Parallel in Commercial Insurance

- Coalition of 17 major health systems, including Advocate Health, Ascension, Providence Health & Services, Trinity Health, Premier, Dartmouth-Hitchcock
- Includes Aetna, Blue Cross of California, Blue Cross/Blue Shield of Massachusetts, Health Care Service Corporation
- Includes Caesars Entertainment, Pacific Business Group on Health
- Goal: 75 percent of business into value-based arrangements by 2020

Source: [http://www.hcttf.org/]
Evolution of Medicare Payment Through Four Categories

- Fee-for-service with no link to quality
- Fee-for-service with link to quality
- Alternative payment models built on fee-for-service architecture
- Population-based payment

Source of this and following slides: CMS Fact Sheets available from cms.gov/newsroom
# Illustration of Move to Population-Based Payment

## Payment Taxonomy Framework

<table>
<thead>
<tr>
<th>Category 1:</th>
<th>Category 2:</th>
<th>Category 3:</th>
<th>Category 4:</th>
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<tbody>
<tr>
<td>Fee for Service—No Link to Quality</td>
<td>Fee for Service—Link to Quality</td>
<td>Alternative Payment Models Built on Fee-for-Service Architecture</td>
<td>Population-Based Payment</td>
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| Description | Medicare FFS | | Medicare FFS | Accountable care organizations | Medical homes | Bundled payments | Comprehensive primary care mininature | Comprehensive ESRD | Medicare-Medicaid Financial Alignment Initiative Fee-For-Service Model | Eligible Pioneer accountable care organizations in years 3-5 |
|-------------|--------------| |-----------------|---------------------|-------------|-----------------|-----------------------------------|-----------------|-------------------------------------------------|-------------------------------------------------|
| Payments are based on volume of services and not linked to quality or efficiency | Limited in Medicare fee-for-service | Hospital value-based purchasing | Accountable care organizations | Medical homes | Bundled payments | Comprehensive primary care mininature | Comprehensive ESRD | Medicare-Medicaid Financial Alignment Initiative Fee-For-Service Model | Eligible Pioneer accountable care organizations in years 3-5 |
| At least a portion of payments vary based on the quality or efficiency of health care delivery | Physician Value-Based Modifiers | Readmissions: Hospital Acquired Condition Reduction Program | | | | | | | |
| Some payment is linked to the effective management of a population or an episode of care. Payments still triggered by delivery of services, but opportunities for shared savings or 2-sided risk | Readmissions: Hospital Acquired Condition Reduction Program | | | | | | | | |
| Payment is not directly triggered by service delivery so volume is not linked to payment. Clinicians and organizations are paid and responsible for the care of a beneficiary for a long period (e.g., ≥1 yr) | | | | | | | | | |

*Image: The University of Iowa*
Shrinking Band of Traditional Payment

Target percentage of Medicare FFS payments linked to quality and alternative payment models in 2016 and 2018

- All Medicare FFS (Categories 1-4)
- FFS linked to quality (Categories 2-4)
- Alternative payment models (Categories 3-4)

2016:
- 30% All Medicare FFS
- 85% FFS linked to quality
- 0% Alternative payment models

2018:
- 50% All Medicare FFS
- 90% FFS linked to quality
- 0% Alternative payment models
Comprehensive Primary Care Initiative: multi-payer (Medicare, Medicaid, private health care payers) partnership in four states (AR, CO, NJ, OR)

Multi-payer Advanced Primary Care Initiative: eight advanced primary care initiatives in ME, MI, MN, NY, NC, PA, RI, and VT

Transforming Clinical Practice Initiative: designed to support 150,000 clinician practices over next 4 years in comprehensive quality improvement strategies
Pay for Value with Incentives: Hospital-based VBP, readmissions reduction, hospital-acquired condition reduction program

New payment models: Pioneer Accountable Care Organizations, incentive program for ACOs, Bundled Payments for Care Improvement (105 awardees in Phase 2, risk bearing), Health Care Innovation Awards
CMS Slogan: Better Care, Smarter Spending, Healthier People

- Better coordination of care for beneficiaries with multiple chronic conditions
- Partnership for patients focused on averting hospital acquired conditions
Hospital closure: 50+ since 2010; up to 283 “vulnerable” now


Development of health systems

Growth in Accountable Care Organizations: United Health just announced developing 750 more; Next Generation in Medicare
Hospital Closures: Effects?

- Study of 195 hospital closures between 2003 and 2011 “found no significant difference between the change in annual mortality rates for patients living in the hospital service areas (HSAs) that experience closures with rates in matched HSAs without a closure”
- Also no difference in all-cause mortality rates
- So not worse for residents

Hospital Closures: Effects?

- They are “One of the Cornerstones of Small Town Life” – Kaiser Health News March 17, 2015 (Guy Guliottta); example of Mt Vernon, TX (2 hours east of Dallas)

- Communities depend on the hospitals for healthcare (Casey, Moscovice, Holmes, Pink Hung Health Affairs April, 2015)
“rural hospitals and the rural economy rise and fall together”; examples from Georgia (A Ragusea, www.marketplace.org. April 17, 2014)

But many rural hospitals “rise to the challenges” (R Pyrillis, Hospitals & Health Networks cover story January 13, 2015)
What is the next move to rural vitality?

- Goals of a high performance system
- Strategies to achieve those goals
- Sustainable rural-centric systems
- Aligning reforms: focus on health (personal and community), payment based on value, regulatory policy facilitating change, new system characteristics
The high performance system

✓ Affordable: to patients, payers, community
✓ Accessible: local access to essential services, connected to all services across the continuum
✓ High quality: do what we do at top of ability to perform, and measure
✓ Community based: focus on needs of the community, which vary based on community characteristics
✓ Patient-centered: meeting needs, and engaging consumers in their care
Strategies

- Begin with what is vital to the community (needs assessment, formal or informal, contributes to gauging)
- Build off the appropriate base: what is in the community connected to what is not
- Integration: merge payment streams, role of non-patient revenue, integrate services, governance structures that bring relevant delivery organizations together
Illustration: CHNA for an Illinois Hospital

- Indicators from county health rankings:
  - Adults reporting poor or fair health: 14% (IL 16%)
  - Adult obesity: 28% (IL 25%)

Risk factors
- High Blood Pressure: 32% (29%)
- Arthritis: 30% (26%)
- At Risk Alcohol: 18% (17%)

[Logo: Rural Policy Research Institute]
Priorities from that Assessment

- Substance abuse
- Nutrition, physical activity and obesity
- Access to care
- Mental health
Illustration: Adams County Community Health Assessment

- Partners: Adams County Health Department, Blessing Hospital, United Way of Adams County
- Data from Healthy People 2020, County Health Rankings, Illinois State Improvement Plan survey
Illustration: Adams County Community Health Assessment Priority Areas

- Access to Health Services: increase proportion of people with usual primary care provider
- Oral Health: Reduce proportion of children and adolescents with untreated dental decay
- Substance Abuse: Reduce proportion of adolescents reporting rode with drive who had been drinking
Approaches to use

- Community-appropriate health system development and workforce design
- Governance and integration approaches
- Flexibility in facility or program designation to care for patients in new ways
- Financing models that promote investment in delivery system reform
Community-appropriate health system development and workforce design

- Local determination based on local need, priorities
- Create use of workforce to meet local needs within the parameters of local resources
- Use grant programs
Governance and integration approaches

- Bring programs together that address community needs through patient-centered health care and other services
- Create mechanism for collective decision making using resources from multiple sources
Flexibility in facility or program designation to care for patients in new ways

- How to sustain emergency care services
- Primary care through medical home, team-based care models
- Evolution to global budgeting
Financing models that promote investment in delivery system reform

- Shared savings arrangements
- Bundled payment
- Evolution to global budgeting
- New uses of investment capital
Special importance: shared governance

- Regional megaboards
- Aggregate and merge programs and funding streams
- Inter-connectedness of programs that address personal and community health: the culture of health framework
- Strategic planning with implementation of specifics
- Develop and sustain *appropriate* delivery modalities
Special Considerations to Get to Shared Responsibility, Decisions, Resources

- A convener to bring organizations and community leaders together: who and how?
- Critical to success: realizing shared, common vision and mission, instilling culture of collaboration, respected leaders
- Needs an infrastructure: the megaboard concept
- Reaching beyond health care organizations to new partners to achieve community goals
Examples of Governance

- Quad City Health Initiative: 25-member community board
- Hart of New Ulm Project in MN: New Ulm Medical Center in lead role in rural community

Results

- Linking housing to a community health plan in St Paul, MN; financing from health foundations and community development financial institutions
- Collaboration of public health, community development corporation, and community development finance improved indoor air quality in NYC
“Local Primary Care Redesign” projects that combine primary care and other health care providers (including the local hospital) in organizational configurations that expand and sustain access to comprehensive primary care focused on individual and community health improvement

“Integrated Governance” projects align various organizations in a community or region in a new model of governance, using affiliation agreements and memoranda of understanding, requiring new governing entities such as community foundations, or establishing new designs that merge financing and funding streams and direct new programs
Getting to the new system: demonstrations

- “Frontier Health Systems” – innovative models to secure sustainable essential health care services integrated with services across the horizontal and vertical care continua
- “Finance tools to repurpose existing local health care delivery assets;” support projects that leverage existing assets to develop sustainable rural systems meeting needs of local populations
Momentum is toward something very different, more than changing how to pay for specific services.

Need to be strategic, in lock step with or ahead of change in the market.

Change in dependencies from fee-for-service to sharing in total dollars spent on health.
Some Specifics

- Chief Medical Financial Officer in a CAH in Montana
- Chief Patient Officer at Johns Hopkins
- Use of health coaches in Winona MN
- Collaborations forming ACOs
- Joint ventures – with health plans, health systems
Fundamental Strategies

- Integrating care: driven by where the “spend” is and therefore where the “savings” are
- From inside the walls to serving throughout the community
- Collaborations are critical
- Culture of Health Framework
Aspirational Goal: Accountable Care Community Components

- Collaboration and partnership for effective local governance
- Structure and support including health information technology, a “backbone” organization
- Leadership and support from strong champions
- Defined geography and geographic reach
- Targeted programmatic efforts
Retaining rural values

✓ Accessible
✓ Affordable
✓ High quality
✓ Community-based
✓ Patient-centered
For further information

The RUPRI Center for Rural Health Policy Analysis
http://cph.uiowa.edu/rupri

The RUPRI Health Panel
http://www.rupri.org

The Rural Health Value Program
http://www.ruralhealthvalue.org