

Value Based Strategies Program: Recap of March 13, 2018 Kickoff

Catalyzed by current alternate payment methodology (APM) requirements and the strategic importance and implications of mounting interest in value-based payments, SNI, with the support of the California Health Care Foundation, developed the Value-Based Strategies initiative, bringing together members and experts to learn from one another and improve their value-based capabilities and arrangements. To launch the program, CAPH/SNI hosted a kickoff meeting on March 13 in Oakland for 40 interdisciplinary leaders representing 15 CAPH member systems, with lively discussion, peer questioning and learning from key partners.

Why Value-based Strategies? Why Now?

The day kicked off with presentations from Jonathan Freedman (HMA), Giovanna Giuliani (SNI), and Rich Rubinstein (CAPH), that gave a bird's-eye view of the national and California market trends, financial and environmental considerations and implications of the current waiver. Since the ACA, there has been a growing interest among commercial plans and providers to participate in the Medicaid market. For hospitals and health systems, as Mr. Freedman noted, "pay me for what I'm doing is increasingly insufficient," and systems are being challenged to demonstrate a continued movement toward value.



Health Plan Perspective

Leaders from health plan partners, including Dr. Brad Gilbert from Inland Empire Health Plan, Amy Shin from San Joaquin Health Plan, and Neal Jarecki and Ngoc Bui-Tong from Santa Clara Family Health Plan, shared their perspectives on successful collaborations with public health care systems (PHS). Dr. Gilbert described how PHS are set up to be the most integrated models of care delivery, with connections to behavioral health and social services. He emphasized that having and acting on data was the key for managing additional risk. From San Joaquin Health Plan's vantage point, Ms. Shin described lessons

from the field in collaborative decision making around risk sharing. Mr. Jarecki and Ms. Bui-Tong shared successful practices based on many years of experience providing capitation, and further stressed the importance of accurate data, especially to make financial plans and projections.

Lessons from the Field

CAPH member systems have different levels of experience with risk and capitation arrangements, and our member presenters had different lessons to impart:

- ❖ Tangerine Brigham of Alameda Health System described launching a new capitation arrangement, the education and preparation involved for the pilot clinic, and the importance setting up dashboards for staff to understand progress
- ❖ Dr. Reena Gupta, San Francisco Health Network, explained her system's value roadmap, and the next stages of work around financial alignment, population health management, process improvement and data analytics after many years of operating under global capitation
- ❖ From Arrowhead Regional Medical Center, Ron Boatman described the two year value-based roadmap they are on in partnership with their health plan, and investments they are making to ensure success

What's Next

By the end of the convening, attendees were asked to reflect on the day, their systems' needs, and rank what technical assistance topics would be most useful, with several key themes emerging:

Risk stratification ♦ Cost of care data ♦ Member retention & outreach ♦ Organizational staffing for managed care ♦ Utilization Management ♦ Staff education around managed care ♦ Health Information / data exchange ♦ Coding ♦ Specialty care

SNI and CAPH will be reviewing that feedback and share next steps with program participants.