CMS - ACO
“Transitions Program”
March 2011

Thomas R Graf MD
Our Legacy

“Make my hospital right, make it the best.”

Abigail Geisinger
1827-1921

“Geisinger Quality – Striving for Perfection”
Geisinger Health System
An Integrated Health Service Organization

Provider Facilities $1,229M
- Geisinger Medical Center
  - Hospital for Advanced Medicine & Janet Weis Women’s & Children’s Hospital, Level I & II Trauma Center
- Geisinger Northeast (2 campuses)
  - Geisinger Wyoming Valley Medical Center with Heart Hospital, Henry Cancer Center, Level II Trauma Center
  - Adult & Pediatric Urgent Care
- Marworth Alcohol & Chemical Dependency Treatment Center
- 2 Ambulatory surgery centers
- >48K admissions/OBS & SORU
- ~820 licensed in-patient beds

Physician Practice Group $611M
- Multispecialty group
- ~860 physicians
- ~460 advanced practitioners
- ~62 primary and specialty clinic sites (37 community practice sites)
- 1 Outpatient surgery center
- >2.0 million outpatient visits
- ~350 residents and fellows

Managed Care Companies $1,252M
- ~250,000 members (incl. ~49,000 Medicare Adv.)
- Diversified products
- >25,000 contracted physicians/facilities (including 110 non-Geisinger hospitals)
- 42 PA counties

Note: Numerical references based on fiscal 2010 budget.
Electronic Health Record (EHR)

> $130M invested (hardware, software, manpower, training)

Running costs: ~4.4% of annual revenue of > $2.3B

Fully-integrated EHR: 37 community practice sites; 2 hospitals; 2 EDs;
  6 Careworks retail-based and worksite clinics
  - Acute and chronic care management
  - Optimized transitions of care

Networked PHR - ~155,000 active users (33% of ongoing patients)
  - Patient self-service (self-scheduling, kiosks)
  - Home monitoring integrated with Medical Home

“Outreach Health IT” - 2,600 non-Geisinger physician users
  - Remote support for regional ICUs
  - Telestroke services to regional EDs

Active Regional Health-Information Exchange (KeyHIE)
  - 11 hospitals, 90+ practices, 400,000 patients consented

e-health (eICU®) Programs

Keystone Beacon Community
  - HIT-enabled, Community-wide care coordination in 5 rural counties

GHS awarded “Most Wired” health care system by Computer World eight years running; Dr. Steele awarded HIT CEO of the year, 2006
Patient Portal ("PHR")

MyGeisinger Personal Health Record
- ~160,000 active users; adding ~500/week
- New Goal = 200,000 (~1/3 core active population)

Secure portal allows patients to:
- View lab/test results, medication list, diagnosis list
- Schedule appointments, message care team
- Request prescription refills
- Access links to trusted health information specific to disease states
- ... Testing access to physician notes

60%/40% messaging activity split between clinical/administrative
Physician Group Practice (PGP) Demonstration Project (CMS)

April 1, 2005 – March 30, 2010

Do large multispecialty group practices deliver higher quality care at lower cost than surrounding physicians and hospitals?

**NAME**  |  **STATE**
--- | ---
Billings Clinic | MT
Dartmouth-Hitchcock Clinic | NH
Everett Clinic | WA
Forsyth Medical Group | NC
Geisinger Clinic | PA
Marshfield Clinic | WI
Middlesex Health System | CT
Park Nicollet Health Services | MN
St. John’s Health System | MO
University of Michigan | MI
IDIODY

Never Underestimate the Power of Stupid People in Large Groups.
## Summary Results of the Physician Group Practice Demonstration, Performance Years 1–4.

<table>
<thead>
<tr>
<th>Physician Group Practice</th>
<th>Percentage of Quality Goals Attained</th>
<th>Shared Savings Payments ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Year 1</td>
<td>Year 2</td>
</tr>
<tr>
<td>Billings Clinic, Billings, MT</td>
<td>90.91</td>
<td>97.78</td>
</tr>
<tr>
<td>Dartmouth–Hitchcock Clinic, Lebanon, NH</td>
<td>95.45</td>
<td>97.78</td>
</tr>
<tr>
<td>Everett Clinic, Everett, WA</td>
<td>86.36</td>
<td>95.56</td>
</tr>
<tr>
<td>Forsyth Medical Group, Winston-Salem, NC</td>
<td>100.00</td>
<td>100.00</td>
</tr>
<tr>
<td>Geisinger Clinic, Danville, PA</td>
<td>72.73</td>
<td>100.00</td>
</tr>
<tr>
<td>Marshfield Clinic, Marshfield, WI</td>
<td>81.82</td>
<td>100.00</td>
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<tr>
<td>Middlesex Health System, Middletown, CT</td>
<td>86.36</td>
<td>95.56</td>
</tr>
<tr>
<td>Park Nicollet Clinic, St. Louis Park, MN</td>
<td>95.45</td>
<td>97.78</td>
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<tr>
<td>St. John’s Clinic, Springfield, MO</td>
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</tr>
<tr>
<td>University of Michigan Faculty Group Practice, Ann Arbor</td>
<td>95.45</td>
<td>100.00</td>
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</tbody>
</table>

*Because the CMS applied different weights to each of the quality measures, the agency calculated the quality goals attained as percentages, rather than absolute numbers of measures. Data are from RTI International.*
# PGP Demo Project Results

Geisinger Clinic*

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Saved</th>
<th>% Quality Metrics</th>
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<tbody>
<tr>
<td>1</td>
<td>$ 959,000</td>
<td>73%</td>
</tr>
<tr>
<td>2</td>
<td>&lt;$1,123,000&gt;</td>
<td>100%</td>
</tr>
<tr>
<td>3</td>
<td>$ 7,035,000</td>
<td>100%</td>
</tr>
<tr>
<td>4</td>
<td>$ 6,977,000</td>
<td>100%</td>
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</tbody>
</table>

*(n=26,707)
Methodological Issues PGP1

Attribution

Comparison

Savings Corridor

Risk Governor and Methodology
  – Retrospective versus Concurrent
Physician Group Practice (PGP) Demonstration Project (CMS)

January 1\textsuperscript{st} 2011 – December 31\textsuperscript{st} 2014
Original 10 eligible.

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<td>St. John’s Health System</td>
<td>MO</td>
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<tr>
<td>University of Michigan</td>
<td>MI</td>
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</tbody>
</table>
PGP Demonstration v 2.0

Attribution

Comparison group

Risk Adjustment
PGP Demonstration v 2.0

“Corridor” of significance

Savings Cap

Accrued Loss and Withhold

Improved data flows
PGP Demonstration v 2.0

Shared Savings Split
- 50:50, First Dollar once the corridor is cleared

Quality Gating
- 100%?

Quality Criteria
- Diabetes, Coronary Artery Disease, Heart Failure
- Hypertension, COPD
- Preventive Care, Transitions of Care
- Frail Elderly, Meaningful use
PGP Demonstration v 2.0

Leading Quality Group
  – Additional Shared Savings
    • Bundled Metrics
    • Patient Experience