

Successful Strategies for Physician Engagement and Motivation



NAACOs Spring Virtual Conference - June 9th, 2020

"HERDING CATS"





ELISSA LANGLEY, BS, MHA VICE PRESIDENT AND CHIEF OPERATING OFFICER FOR TRIAD HEALTHCARE NETWORK

Elissa Langley is an accomplished health care professional with thirty plus years of payor, provider, and consulting experience, Ms. Langley is the Vice President, Chief Operating Officer for Triad HealthCare Network (“THN”) of the Cone Health System. Her responsibilities include assisting with the development, implementation, and operation of THN, an Accountable Care Organization (“ACO”) in the Piedmont Triad area of North Carolina. She is currently responsible for THN’s operations, which includes managing over 185,000 covered lives. She oversees contracting with all Payers for THN’s shared savings/risk arrangements, including the Next Generation ACO Program. Additionally, she managed the implementation of a Medicare Advantage Risk Agreement with Humana and North Texas Specialty Physicians and was instrumental in the development of Cone’s Medicare Advantage Plan called HealthTeam Advantage.

Previously, Ms. Langley has worked for managed care plans such as Humana and Aetna as a Network Manager. She was part of the initial U.S. Healthcare expansion team into Atlanta, Georgia, which grew to over 100,000 members in its first year of operation.

Ms. Langley holds a Master of Healthcare Administration degree from Duke University and a Bachelor of Science degree in Zoology from Duke University.

Ms. Langley is currently a member of the Policy Committee for the National Association of ACO’s (NAACOs) and is THN’s representative on the Next Generation ACO Coalition. She is a Board Member of Mental Health Greensboro and Proficient Health.

THN At-a-Glance



1200+ providers/6 hospitals



Independents/
54 EMRs

186,800+



Value-Based Lives

10 DIVERSE
CONTRACTS



- Next Gen Medicare
- Medicare Advantage
- Commercial



Quality outcomes achieving

\$51.1 Million

Total Medicare Medical Cost Savings



JAMI J. BERGER, BSN, RN, MBA EXECUTIVE DIRECTOR, OPERATIONS FOR ARIZONA CARE NETWORK

As Arizona Care Network's executive director of Operations, Jami Berger provides leadership and direction for the organization's operational success, including human resources, compliance, facilities management and project management. She also serves as ACN's lead on the development of block chain technology solutions and partners. She is an enthusiastic promoter of ACN's mission, vision and values.

Prior to joining ACN, Berger spent more than a decade in nursing and quality management positions at VA Medical Center in Fargo, ND. She moved on to serve as Director of Medical Quality for Blue Cross Blue Shield of North Dakota where she was responsible for the oversight of the quality management program, health informatics department and medical review team. She also worked as Director of Care & Delivery Management for Noridian Healthcare Services, LLC, a Medicare Administrative Contractor, where she was responsible for assisting in the design and development of business opportunities, including sales, operations and performance requirements.

Berger earned a bachelor's degree in nursing from North Dakota State University in Fargo and a master's degree in business administration with an emphasis on healthcare from the University of Mary in Bismarck, ND.

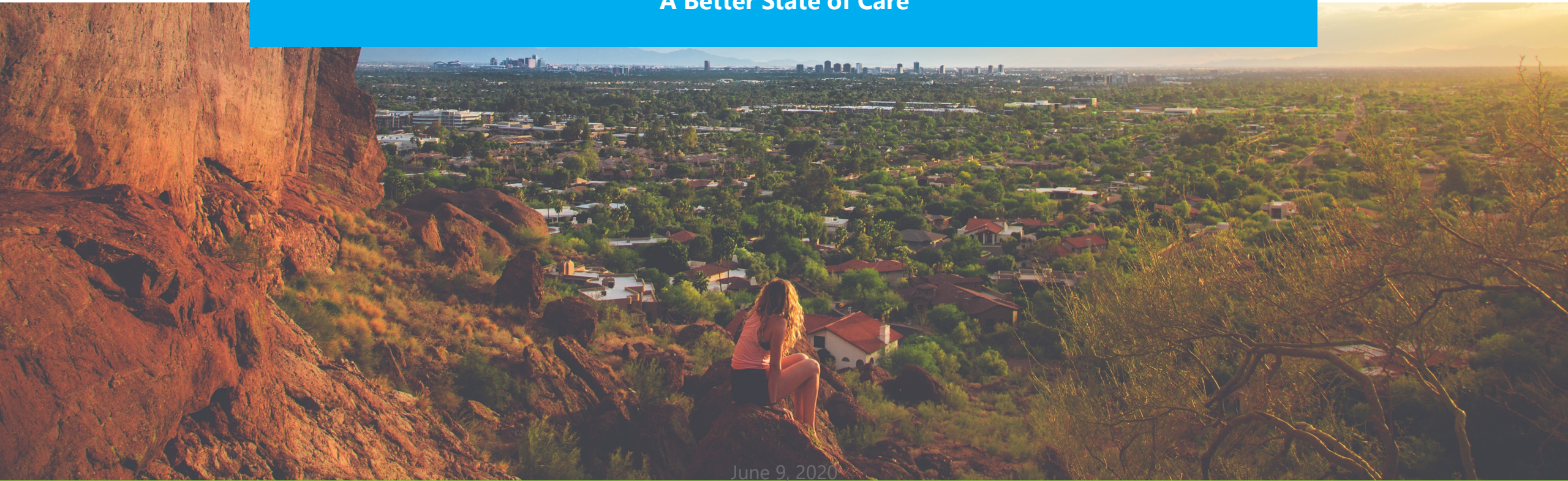


VICTORIA FARIAS PROGRAM ADMINISTRATOR FOR THE RIO GRANDE VALLEY HEALTH ALLIANCE

- Serves as Program Administrator for the Rio Grande Valley Health Alliance (RGVHA), a physician-led ACO in South Texas.
- She has worked with the organization since its inception in 2012.
- In this role, she provides leadership and strategic direction within the evolving accountable healthcare environment and ongoing administration and management for all aspects of the ACO.
- RGVHA has earned success in cost and quality, year after year and recently achieved the 2nd highest savings percentage amongst Texas ACOs.
- Ms. Farias strongly supports the expansion and creation of physician-led ACOs and has stood at the forefront of risk-bearing value-based models.

Engaging Providers through Innovation

A Better State of Care



June 9, 2020

ACN At-a-Glance



Primary Care



Specialist Physicians



Facility/ other

6,000 Providers



Care locations statewide

310,000+



Value-Based Lives

13 DIVERSE VALUE-BASED CONTRACTS

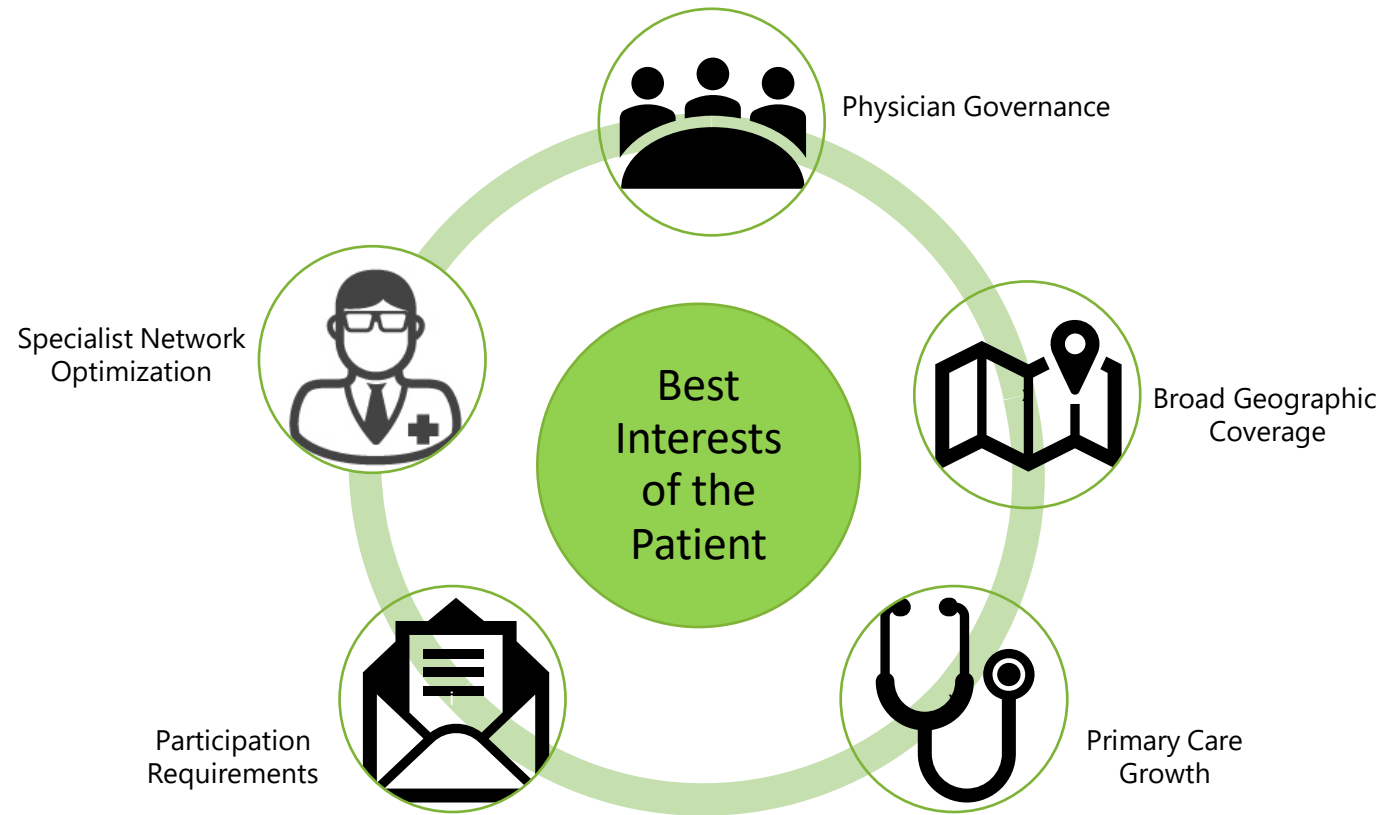


- Medicare
- Medicaid
- Commercial
- Direct to Employer

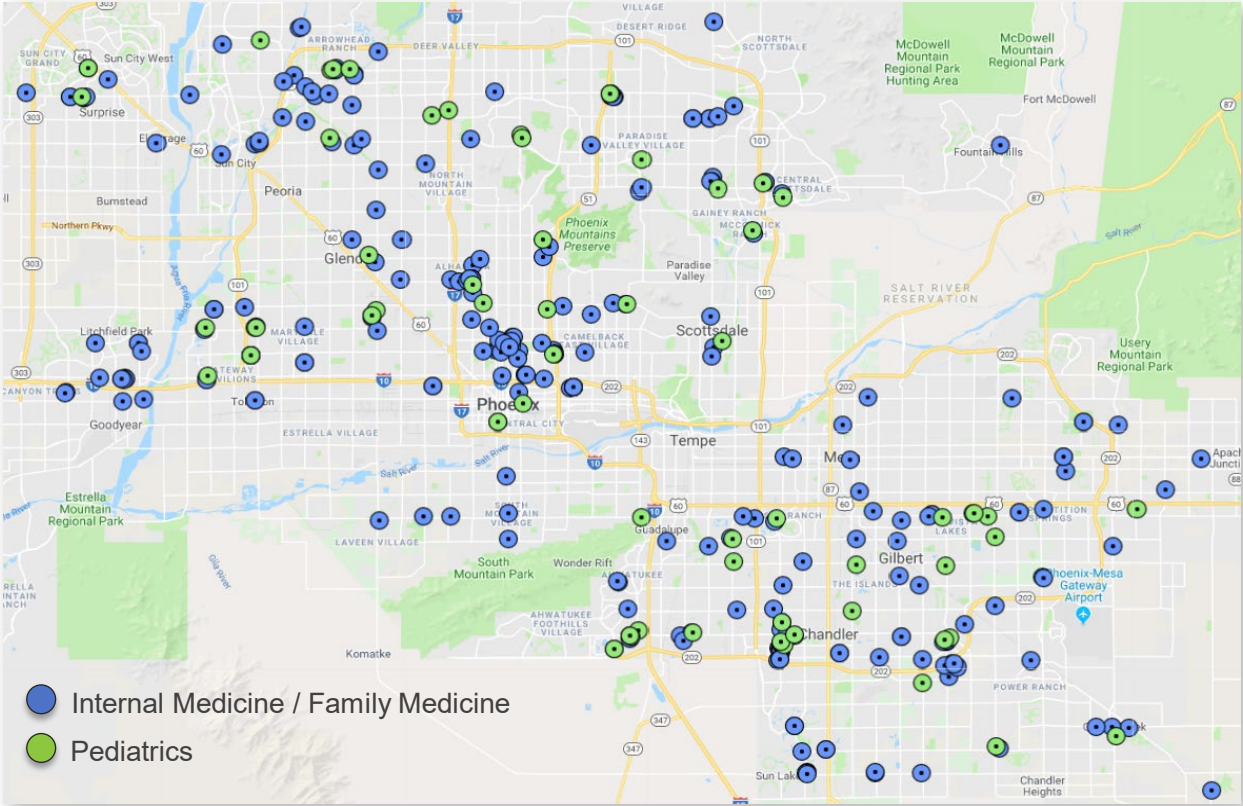


Quality outcomes achieving
\$49.2 Million
Total Medical Cost Savings

A Network Designed for Success



Provider Network



Healthcare's Burning Platform



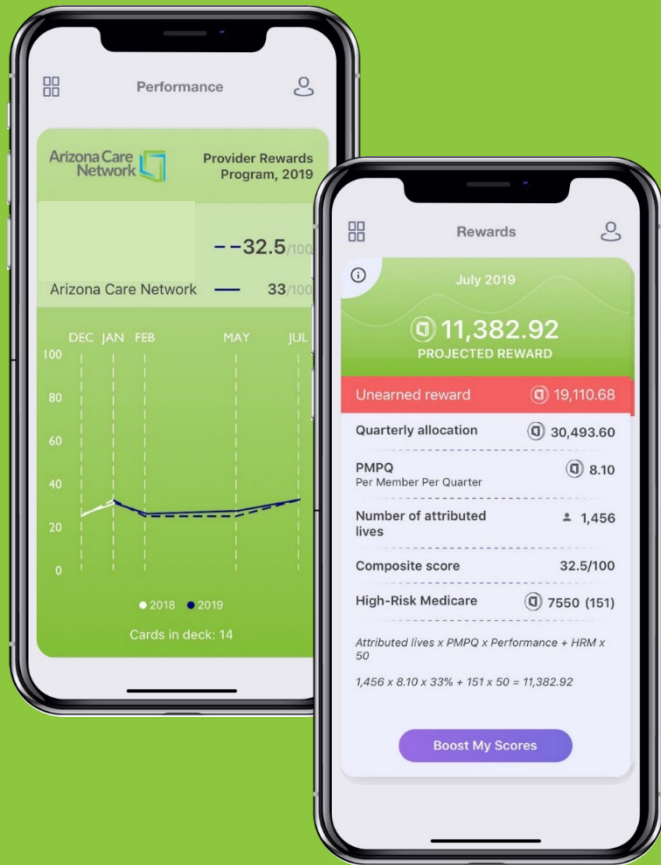
Providers Need:

- Access to actionable data
- Visibility into patient care across the continuum
- Relief from administrative burdens
- A better provider experience



Patients Need:

- Access to their personal data
- Access to high quality, efficient, timely care
- Care coordination among multiple providers
- A more efficient administrative process
- A better patient experience



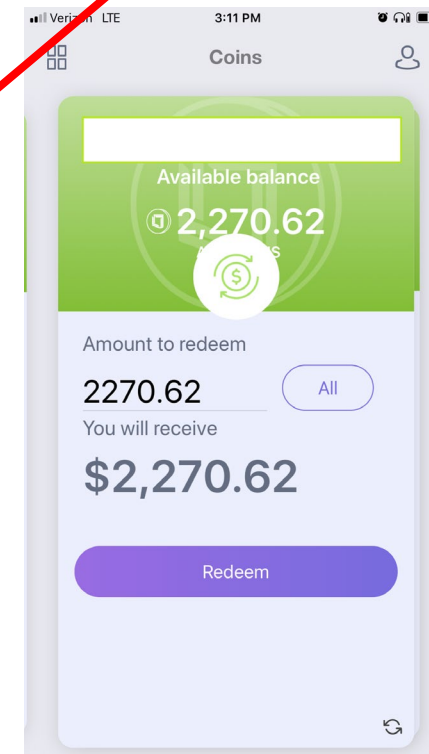
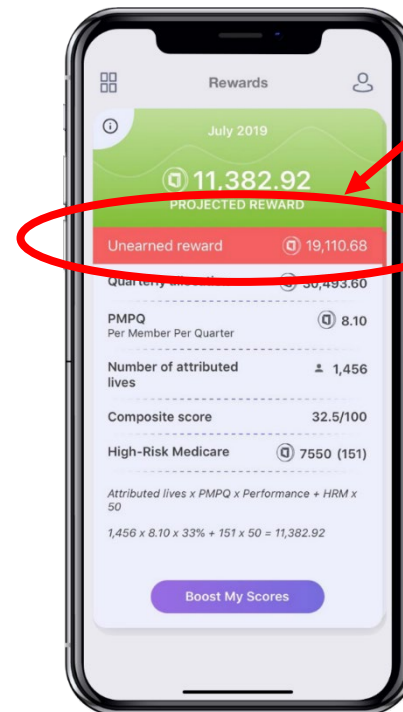
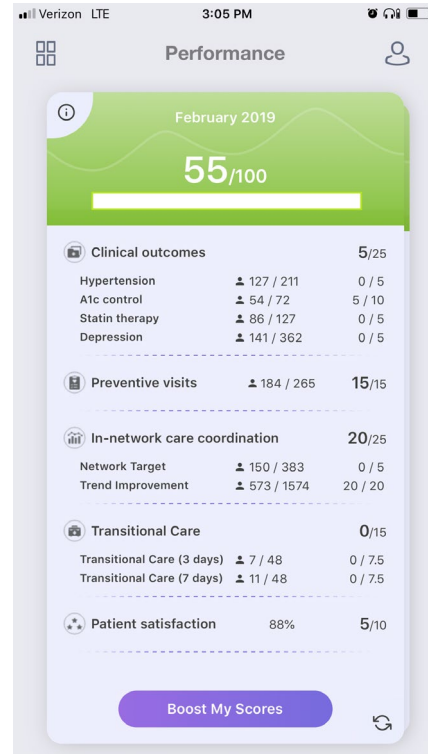
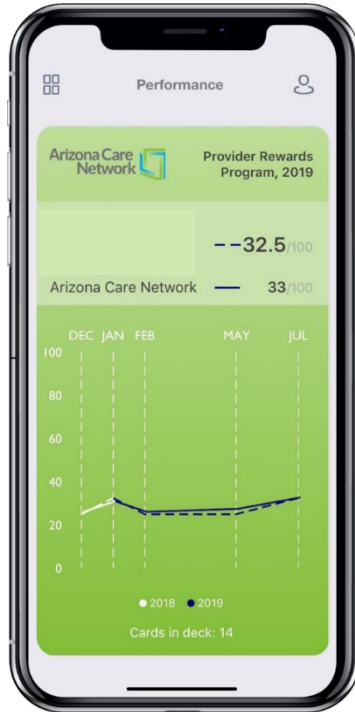
ACN Care.Wallet

Blockchain innovation:

- Incentivizes aligned behaviors
- Anytime access to Provider Rewards Program metrics
- Timely, transparent, actionable data to improve care
- Convenient notification – info in one location, always at hand
- Leading indicator of VBA success
- Redeem incentives, gainshare with Care.Coin

ACN Care.Wallet Views

Calling attention to
"What's Left on the Table"

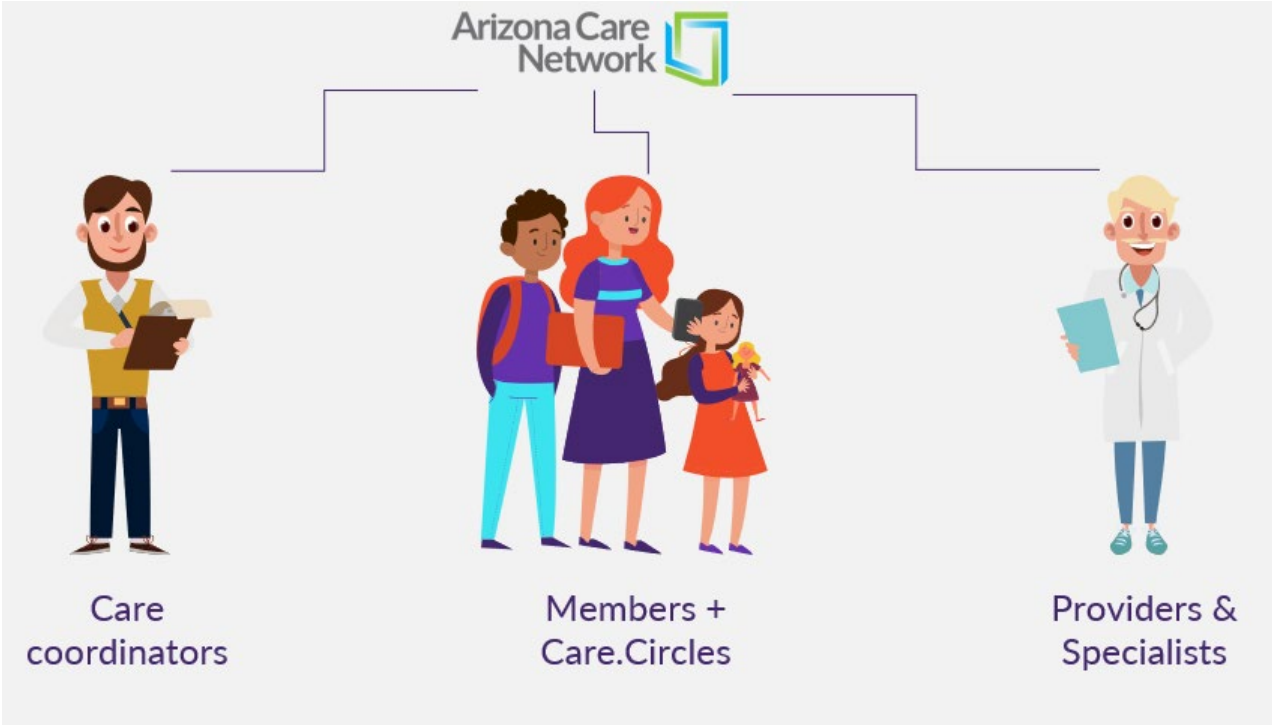




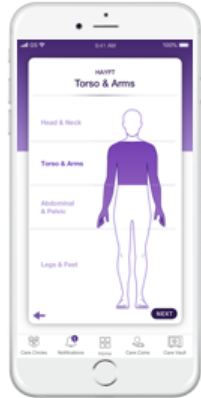
Innovation That Improves the Patient Experience

Digital member & provider affiliation program

Expanding the Participants in the Journey

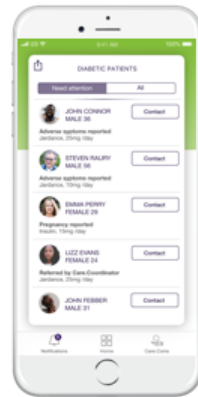


Examples of Provider Care.Wallet Cards



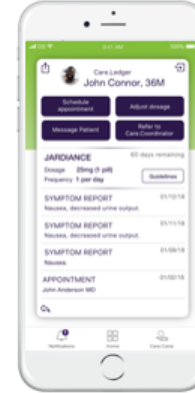
HAYFT

How Are You Feeling Today
Provider can issue this Care.Card to the patient. Provider can be notified of patient reported symptoms and allows to perform continuous oversight. Gives them the ability to intervene timely and make needed adjustments



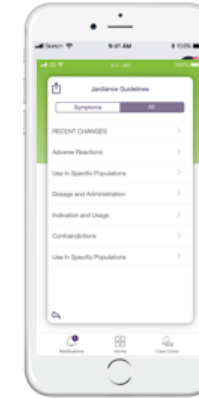
Prescription & Guidelines

Provider access to all information and guidelines for issuing prescriptions properly, changing dosage and useful information about prescription and disease



Diabetes Care Opportunities

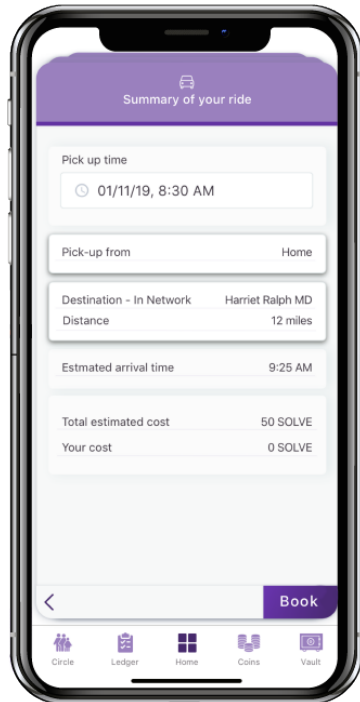
Provider Care.Card used to inform the provider of the ADA compliant diabetes care guidelines, care opportunities and applicable and recommended protocol of care



Notifications & Reminders

Manual and automated reminders and notifications between provider and other network participants

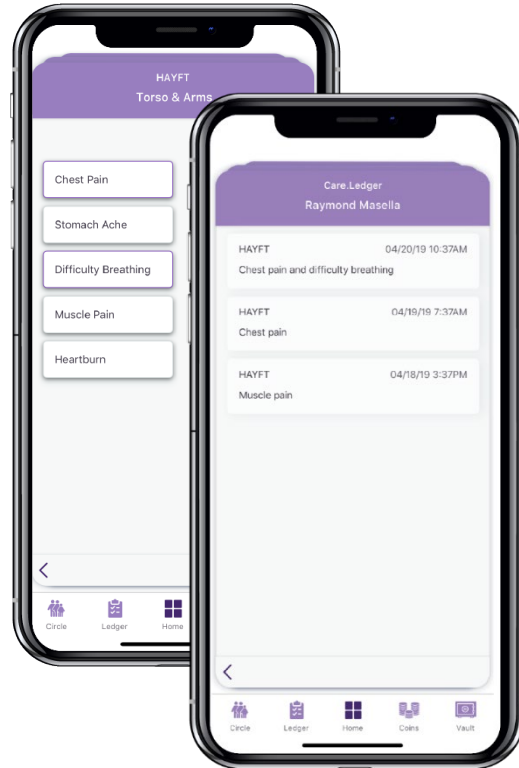
Book a ride



Sasha also receives a ride card, which she uses to take her Son Raymond to the doctor




How Are You Feeling Today?



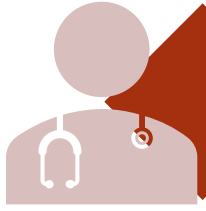
The pediatrician notices in the How Are You Feeling Today (HAYFT) Card that Raymond isn't getting any better and refers him to a specialist.



Arizona Care
Network 
A Better State of Care



RIO GRANDE VALLEY HEALTH ALLIANCE, LLC.



- Physician-led Accountable Care Organization (ACO)
- 2013 MSSP Starter
- Enhanced Track ACO (July 1, 2019-Current)



- 20 Primary Care Physicians
- 40+ Physician Extenders
- 18 independent locations



- ~ 5,000 Beneficiaries
- Located in South Texas
- Hidalgo and Starr County



SERVING STARR AND
HIDALGO COUNTY

PHYSICIAN-LED ACO: CHALLENGES

Network

- Not affiliated with a hospital (notification of admission/discharge)
- No gatekeeper (patient can self-refer)

Marketing

- Competition in Market

Resources

- Limited Access to Capital
- Lean Staffing

Control

- 20 Non-employed Physicians + 40 Physician Extenders + 100s of staff
18 independent practices = INFINITE METHODS OF OPERATION
- Multiple EMRs

Committed to Continuous Quality and Cost Improvement

93% Average Quality Score
(2015-2018)

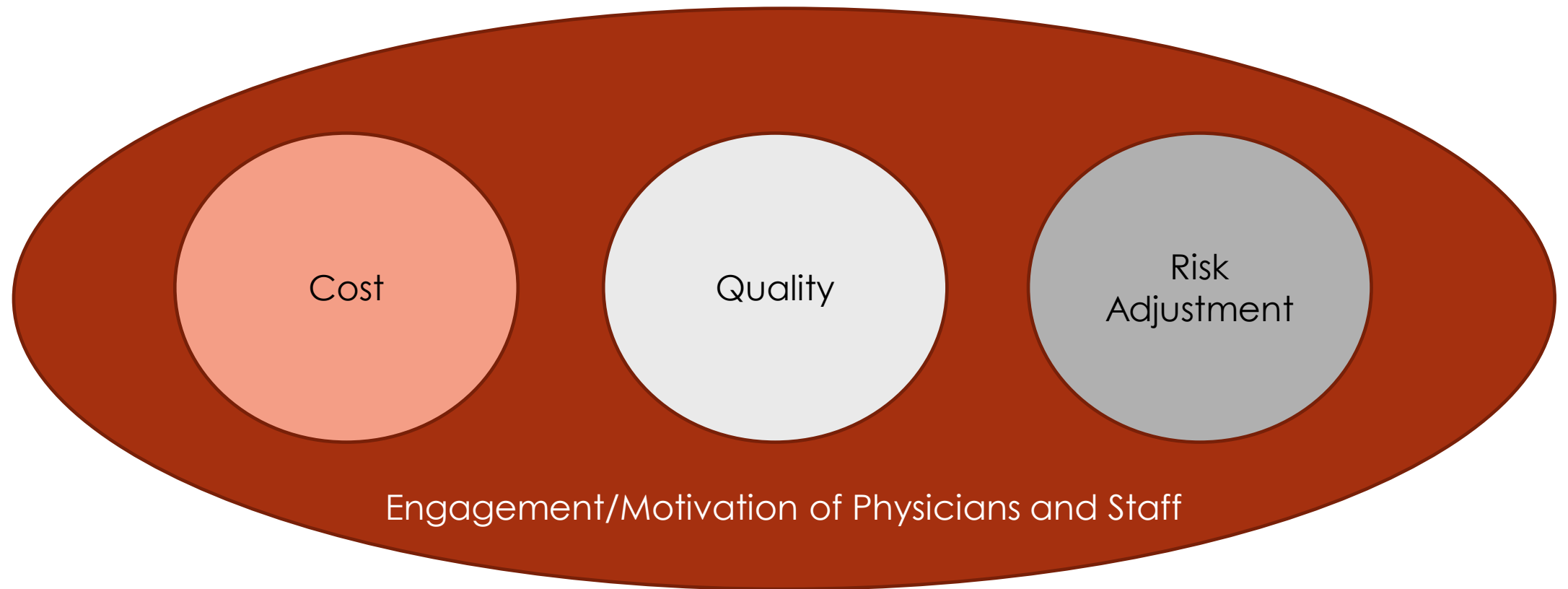
#2 Savings
Rate in Texas
(2018)

#12 Savings
Rate in Nation
(2018)

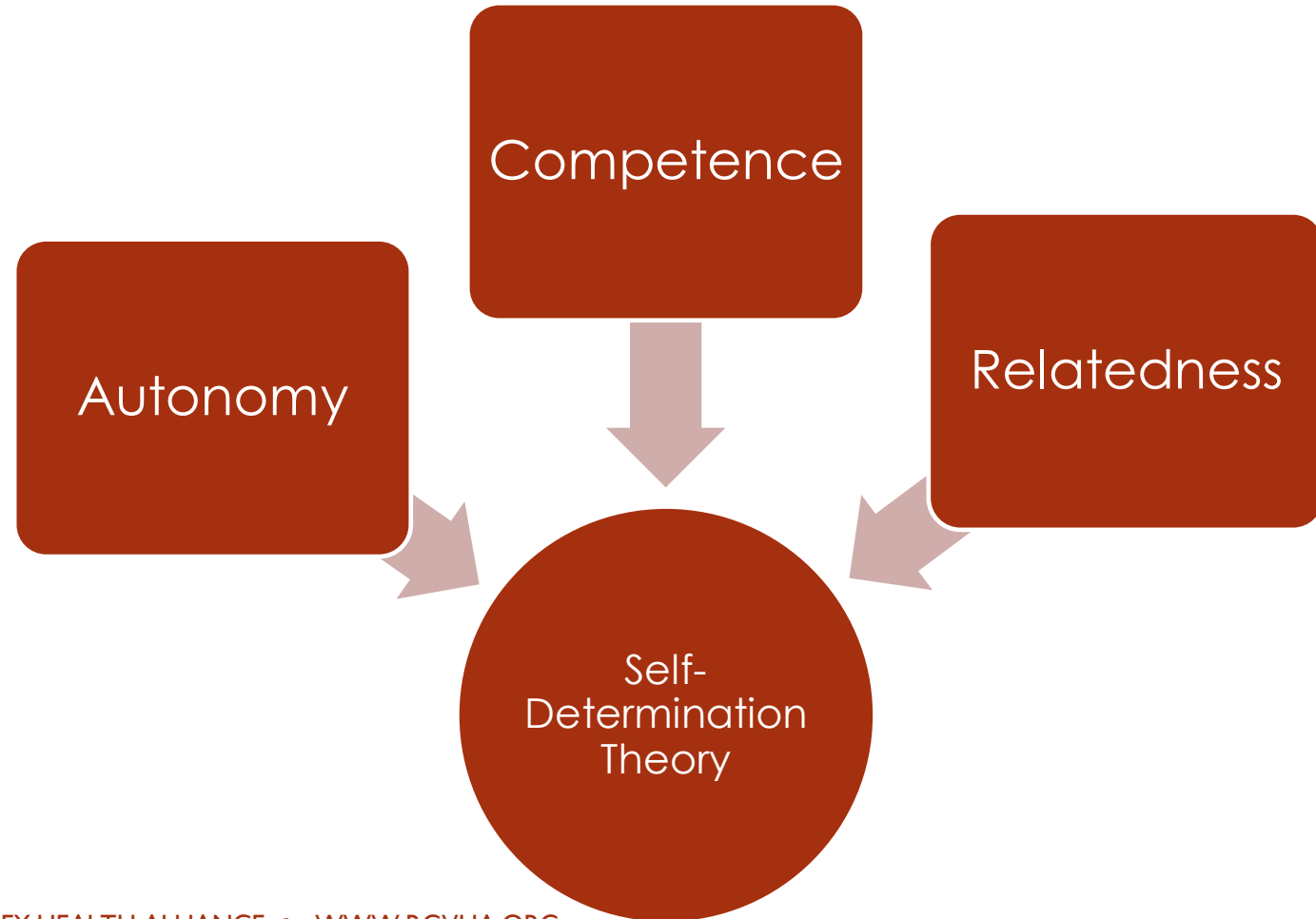
Shared Savings
6 Years in a Row
(2013-2018)

>\$50 million in
cost savings

Successful ACO Elements



WHAT MOTIVATES PEOPLE?



Self-Determination Theory

Autonomy

“people’s need to perceive that they have choices, that what they are doing is of their own volition, and that they are the source of their own actions.”

Competence

“people’s need to feel effective at meeting every-day challenges and opportunities, demonstrating skill over time, and feeling a sense of growth and flourishing.”

Relatedness

“people’s need to care about and be cared about by others, to feel connected to others without concerns about ulterior motives, and to feel that they are contributing to something greater than themselves.”

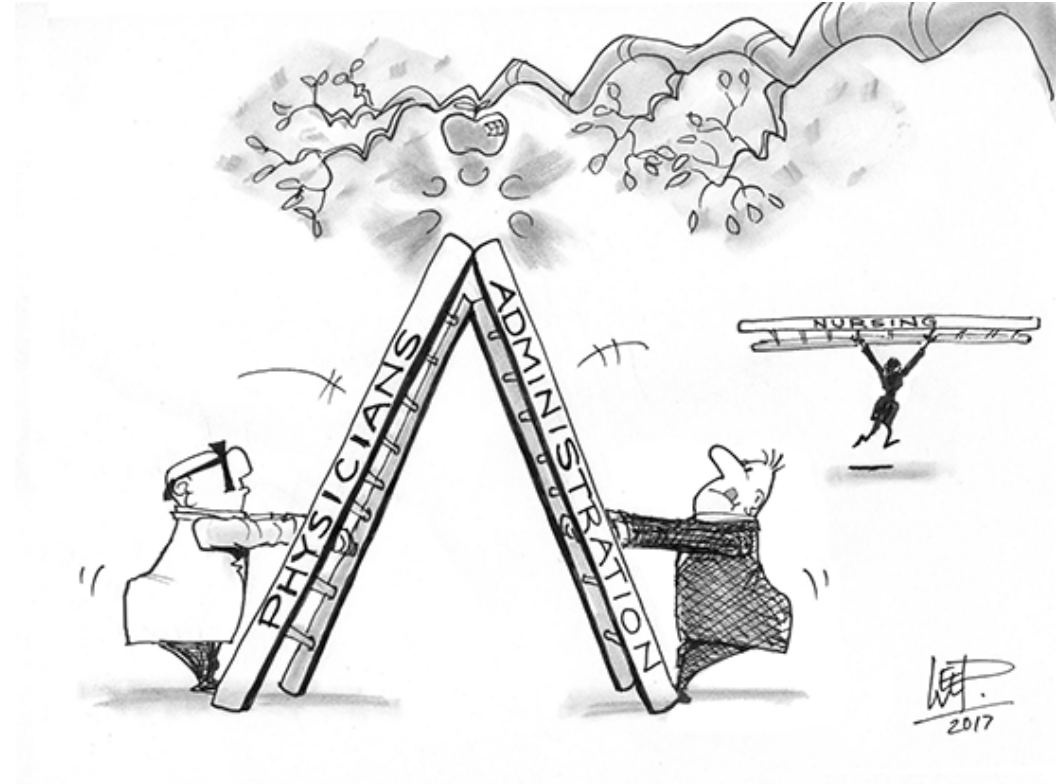
Non-Self Determined →

Self Determined

	Impersonal	External (Extrinsic)	Somewhat External	Somewhat Internal	Internal (Intrinsic)	Internal (Intrinsic)
Example						
Source	There is no real point in doing this because my success is unlikely or impossible	I'm doing this because of a reward I might receive or because I'm being forced	I'm doing this because I feel guilty or think that I ought to do this	I'm doing this because I personally value the goal	I'm doing this because it is important to my self worth	I'm doing this because I really want to do this.

STRONG PHYSICIAN LEADERSHIP

- Allow physicians voices to be heard/give the ability to influence decision-making
 - Board
 - Committees
- Consistent measurement and understanding of physician needs
 - Surveys
 - Formal or informal conversations
 - “check-ins”



MEASURABLE AND ATTAINABLE GOALS



ACO should support with data and tools to achieve measurable and attainable goals



Data should be easily interpreted and ACTIONABLE



Data should tell the whole story



Data should be consistent for best results



Data should be transparent

MEANING IN WORK



Share often great stories of patient experiences



Put the patient at the center of everything a healthcare provider organization does



Create a fair culture and allow space for shared interaction



Create opportunity for peer-to-peer accountability and dialogue



OPEN DOOR POLICY WITH
PHYSICIANS



WEEKLY MEETING WITH
MEDICAL DIRECTOR



MONTHLY PARTNER
MEETINGS AND
MANAGEMENT MEETINGS



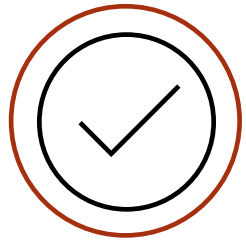
QUARTERLY ACO TEAM
BUILDING ACTIVITIES
PHYSICIAN NETWORKING
EVENTS



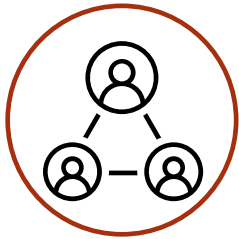
RECRUITMENT AIMED AT
ALIGNMENT WITH MISSION
AND VALUES OF ACO

TEAM BUILDING AND BUY IN

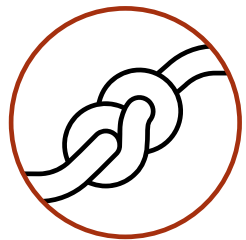
SUMMARY



Make the voice of physician heard (autonomy)



Ensure providers have resources to perform the job well/achieve quality and savings targets (competence)



Tie everything together with the goal of improved patient care and meaningful purpose (relatedness)

Time for.....

