



Keys to ACO Success



Drivers of Success White Paper



Healthcare Complexity

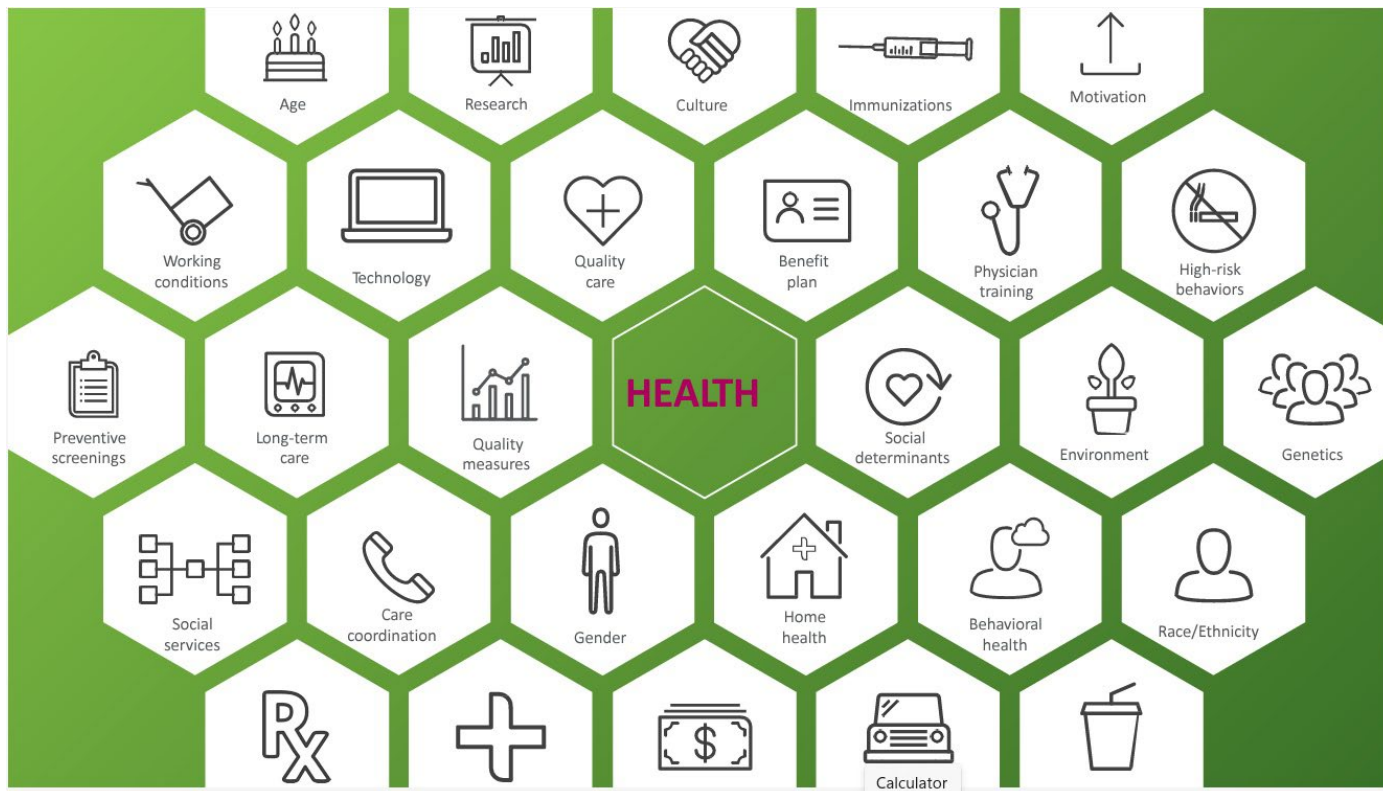
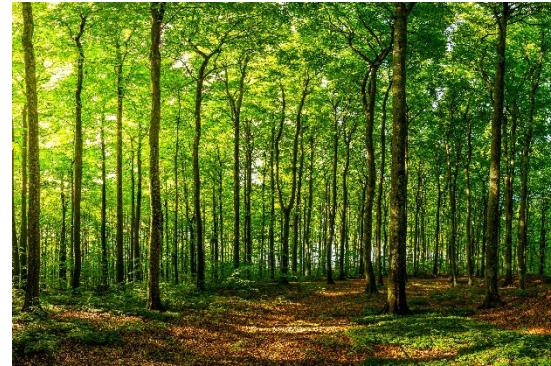


Image Source:
NAACOS Conference
[Archives](#), Fall 2019.

Presentation: *Which Way Forward?*
Will Shrank, Humana

Drivers of Success Initiative

- Becoming a successful ACO is not an easy road.
- Initial challenges: start up costs, changing culture and behavior, learning to harness technology, uncertainty and delays with shared savings, etc.



- The complexity and confounding variables with ACOs create challenges for learning what it really takes to be successful.
- Key questions: What truly drives ACO success? What should new ACOs prioritize? How can we speed up the learning curve for each other and for new ACOs?

Helpful Resources

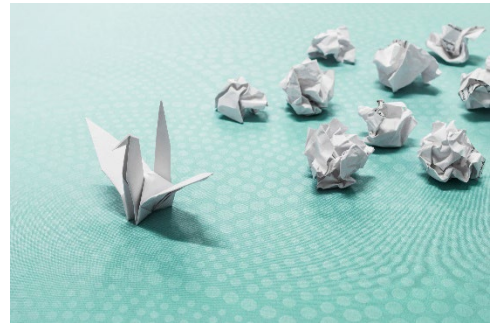


Title	Source	Publication Date	Link
ACOs' Strategies for Transitioning to Value-Based Care: Lessons from the MSSP	HHS OIG	July 2019	oig.hhs.gov/oei/reports/oei-02-15-00451.asp
Levers of Successful ACOs	Healthcare Transformation Taskforce	Nov. 2017	https://hcttf.org/2017-11-8-levers-of-successful-acos/
Factors That Distinguish High-Performing Accountable Care Organizations in the MSSP	Health Services Research	Feb. 2018	https://onlinelibrary.wiley.com/doi/10.1111/1475-6773.12642
Designing Accountable Care: Lessons from CMS ACOs	Commonwealth Fund	Nov. 2022	https://www.commonwealthfund.org/blog/2022/designing-accountable-care-lessons-cms-accountable-care-organizations
6 Successful Strategies to Supercharge Your ACO	Managed Healthcare Executive	Jan. 2022	https://www.managedhealthcareexecutive.com/view/6-successful-strategies-to-supercharge-your-aco
6 Tactics of Successful ACOs	Healthcare Financial Management Association	Aug. 2018	https://www.hfma.org/payment-reimbursement-and-managed-care/value-based-payment/61604/

Sharing their stories

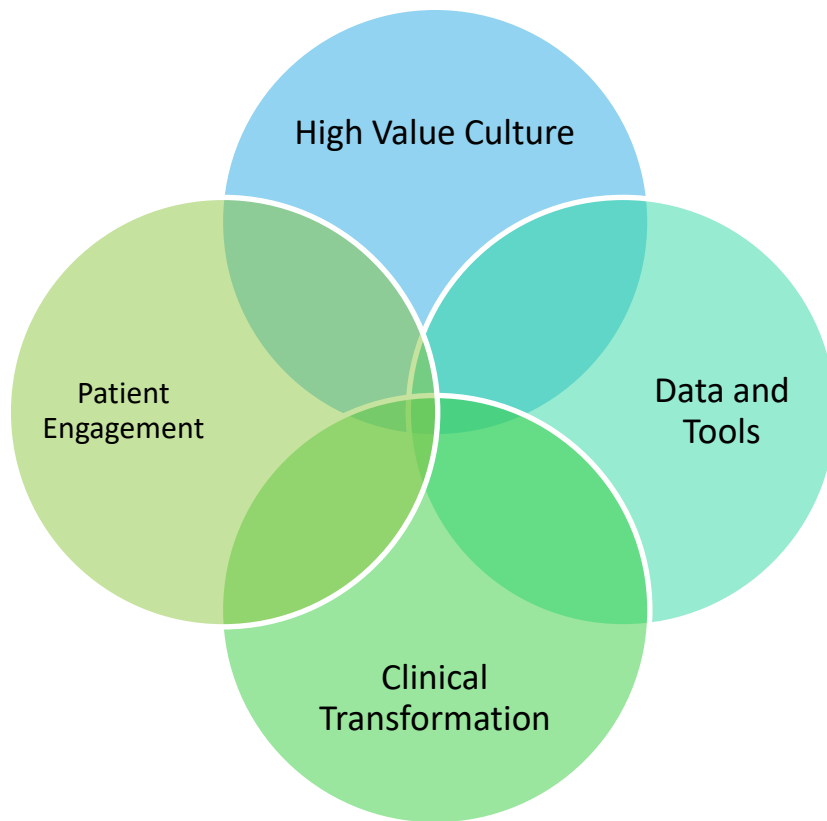


- NAACOS identified 10 high-performing ACOs for in-depth interviews.
- ACOs were selected based on a variety of factors, such as longevity, pattern of success with shared savings, recipients of quality awards, success with payers outside of Medicare, aggregate shared savings rates, etc. We also aimed for a diverse group of ACOs to capture as many viewpoints as possible.
- 90-minute interviews provided a unique, longitudinal perspective of their ACO journeys, spanning over a decade and covering many topics.
- ACOs shared challenges, successes, and why they started – and continue – their commitment to accountable care.

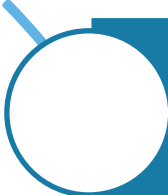


Key Drivers of Success


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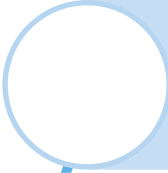
Key Drivers of Success




CULTURE: proactive population health management, strong leadership committed to value & the ACO's goals, buy-in at all levels, well-designed financial incentives, cross-payer focus, structure for continuous learning, etc.



DATA AND TOOLS: timely, customized data to clinicians to drive change; use of technology to improve information sharing, care, and outcomes; provide physicians with additional administrative and clinical support.



CLINICAL TRANSFORMATION: Use of advanced primary care and care management, improve post-acute care, utilize an optimal care setting, reduce avoidable hospitalizations (and readmissions), evolve the use of hospital care, drive meaningful quality improvement.

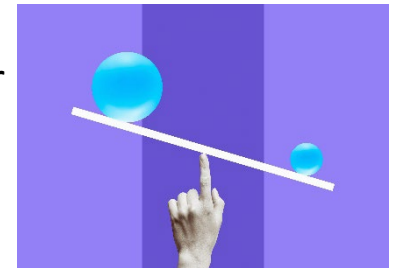


PATIENT ENGAGEMENT: Educate patients and build relationships with them (and their families) to be more active in their healthcare, provide in-home technology/tools, address behavioral health needs, focus on identifying and addressing social determinants of health.

Factors Influencing ACOs



- Relationships with payers and multi-payer ACO participation
- Embracing change – pace and willingness across the ACO
- Environmental & cultural characteristics
 - This can include the local environment, such as living in a rural area, or an ACO's culture – such as an academic medical center
- Reaching a “tipping point” in transformation



Next Steps



Paper

- The NAACOS Drivers of ACO Success paper will be released this summer.
- We hope it sparks conversations and learning opportunities.

New! NAACOS Award for Outstanding Achievement in Value Based Care

- Building on the success of our previous, NAACOS Leaders in Quality Excellence award, we are excited to launch a new Award for Outstanding Achievement in Value Based Care.
- New award will be presented at our fall conference October 16–18 at the Marriott Marquis in Washington, D.C.
- The call for submissions will open in July, announced through our newsletter and member communications.

Panel Discussion



Panelists



- Stephen Nuckolls, Coastal Carolina Quality Care
- Harry Reese, Ochsner
- Mary Strasser, Essentia Health
- Stephanie Turner, UNC

Coastal Carolina Health Care, PA

80+
Providers
(50+%
PCP)

- Internal Medicine
- Family Medicine
- Emergency Medicine
- Cardiology
- Hematology/Oncology
- Gastroenterology
- Neurology
- Orthopedics
- Pulmonary/CC
- Rheumatology
- Endocrinology
- Podiatry
- Psychiatry

18 Clinic Locations

- Urgent Care
- Imaging Center
- Sleep Lab
- GI ASC

Single Enterprise-wide EHR

More Concentrated/Rural Market

78% of PCP Patients in Total
Coast of Care Contracts

CCHC Overview

- Medical Practice Owns Medicare ACO
- Started Medicare ACO - April 1, 2012
- MSSP - Enhanced Track
- >22,000 Attributed Beneficiaries Spread Across Medicare, BCBS of NC, Humana, and UHC Commercial
- Partnership with “Enablement Companies” to Increase Total Cost of Care Coverage.

Select MSSP Quality Measures

	2013			2020			2022		
	CCQC	ACO	%ile	CCQC	ACO	%ile	CCQC	ACO	%ile
	Score	Mean	Rank	Score	Mean	Rank	Score	Mean	Rank
Mammography Screening	91.22	62.05	100%	91.92	74.05	99%	94.36	78.07	99%
Colorectal Cancer Screening	88.94	59.30	100%	91.96	72.56	99%	93.63	75.32	100%
% of Pts W/DM & A1c >9	11.03	22.11	92%	5.07	13.99	100%	4.17	10.71	100%
Hypertension	69.22	67.79	55%	89.49	72.87	98%	88.25	76.16	96%
Source: CMS Public Use Files									

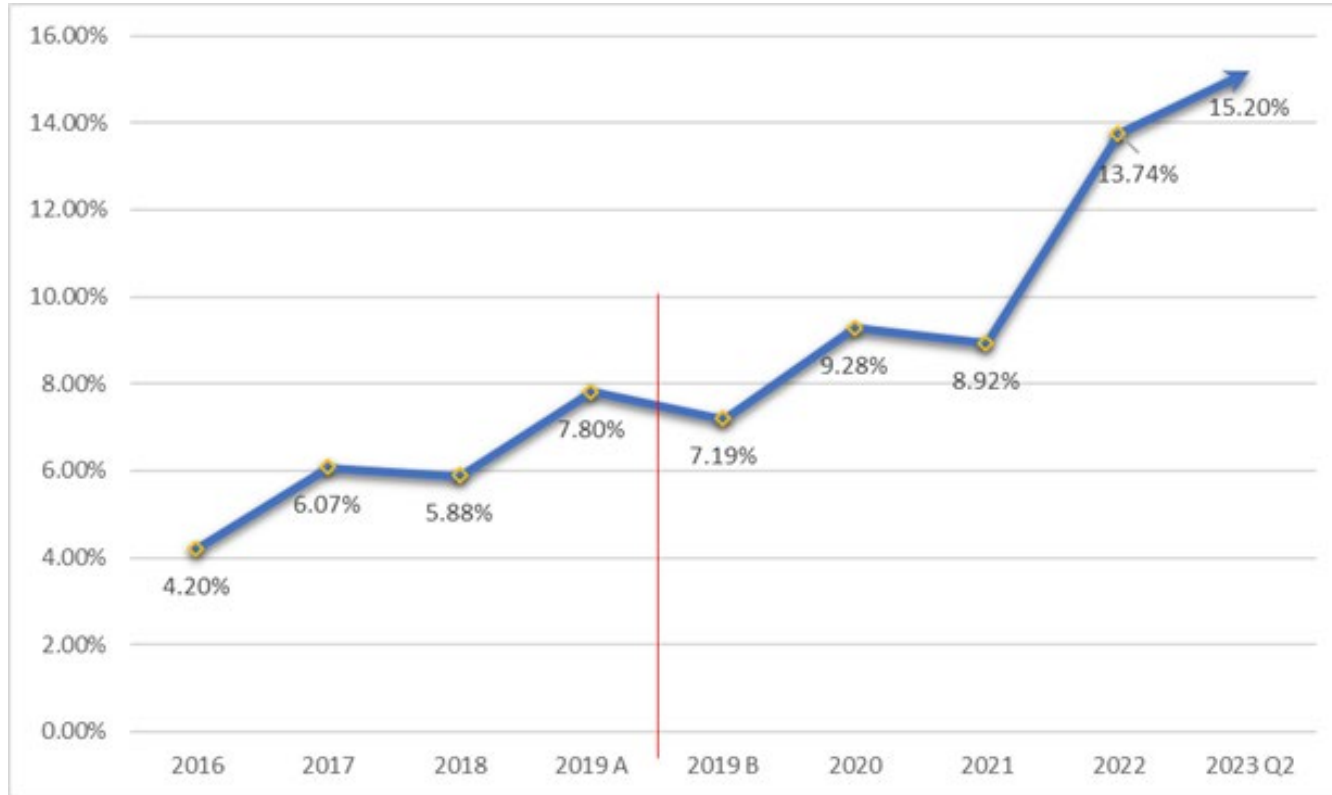


Select MSSP Utilization Rates

	Performance Year							Change ('11-'22)	
	2011	2013	2015	2017	2019	2021	2022	#	%
Hospitalizations	318	270	248	244	247	211	193	(125)	-39%
ED Visits	620	560	568	574	530	442	447	(173)	-28%
Notes:									
(1) Rates computed by CMS.									
(2) 2011 figures based on previous retrospective alignment model.									
(3) Per 1,000 Person Years.									
(4) 2020-2022 Rates Include COVID 19 Hospitalizations and ED Visits									



MSSP Savings Percentage by Year



Ochsner Health: Shaping The Future Of Healthcare In Louisiana And The Gulf South

OUR MISSION

SERVE, HEAL, LEAD, EDUCATE & INNOVATE

OUR VISION

Inspiring healthier lives and stronger communities.



Ochsner serves patients throughout
LOUISIANA, EVERY STATE
in the nation,
and in more than **62 COUNTRIES.**



Healthy State by 2030 is a bold and collaborative plan to realize a healthier Louisiana by addressing the top drivers of poor health.

48

Owned,
Managed,
& Affiliated
Specialty
Hospitals

38K

Employees



4.2M

Clinic Visits
in 2022

370

Health Centers
& Urgent Care Centers

90

Medical Specialties
& Subspecialties

1,477,988

Patients Served in 2022

4,000

patients enrolled in 685
clinical studies in 2022

22K

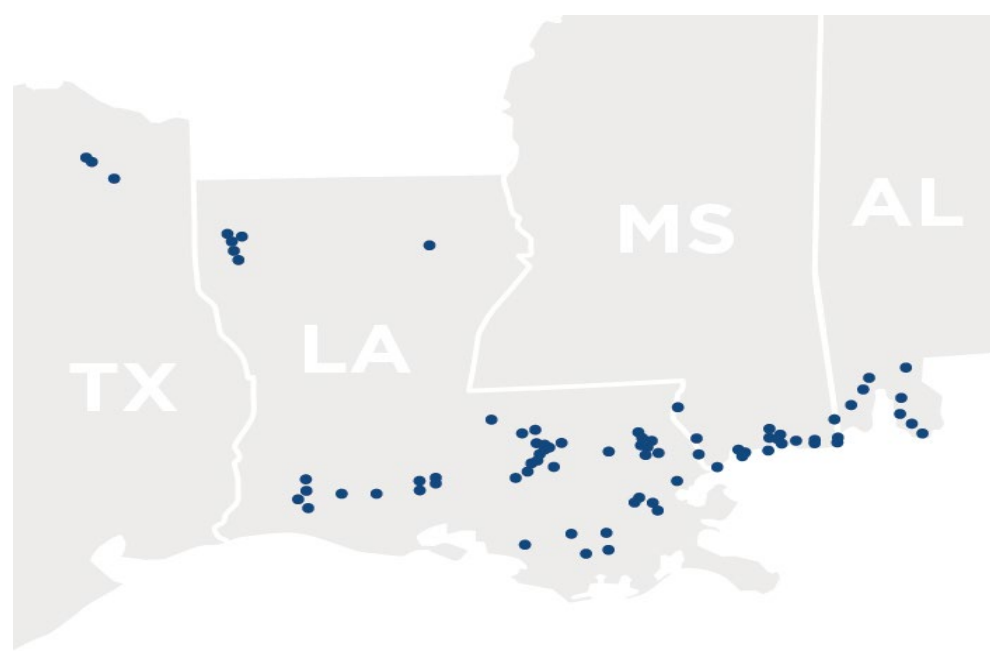
**patients enrolled
in digital medicine
in 2022**

Ochsner's Growing Value-based Portfolio

Commercial Insurance Products	Commercial Shared Savings/Risk	Care Management Fees	Medicare Advantage Risk	Medicare Shared Savings	Medicaid Quality Incentives
<p>JG A</p>  <p>Humana</p> 	 <p>United Healthcare</p>	 <p>United Healthcare</p>	<p>Humana</p> <p>PEOPLES HEALTH A UnitedHealthcare Company</p> 	 <p>ENHANCE D Track ACO</p>	

Over 500,000 lives covered under value-based agreements

Ochsner Accountable Care Network (OACN)



Ochsner Accountable Care Network Locations

- **70+** Primary Care Clinic Locations
- **3,600** Primary Care, Specialty, Pediatric and Urgent Care Physicians and Advanced Practice Professionals
 - Over **2,400** Physicians
 - Over **1,200** APPs
- Caring for Over **58K** Medicare Beneficiaries, Across **4 States**

OACN: Growth and Performance

Consistent Success with Significant Growth in Participating Providers and Beneficiaries and Advancement to the Enhanced Track with Greater Upside Opportunity

Top 6%

National Medicare Shared Savings ACO Performance in 2022

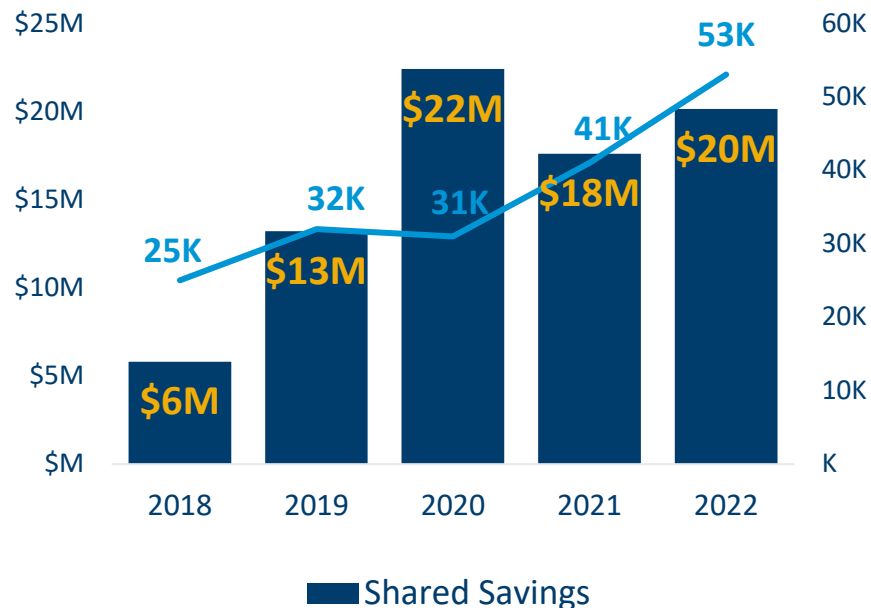
Top 13%

Met Quality Performance Standard in 2022

64K

Beneficiaries Preliminary Assigned for 2024

Beneficiaries & Shared Savings Trend



OACN: Keys to Success in Value-Based Care



Quality Improvement

Better outcomes and improved patient satisfaction drive stronger patient engagement and increased patient acquisition



Documentation Excellence

Optimal reflection of population's care needs to facilitate appropriate care coordination and resource allocation



Cost and Utilization

Eliminating unnecessary care and reducing total costs results in shared savings for patients, employers, health plans, and providers

UNC Health: Delivering high quality care from the mountains to the coast



Licensed Beds

4,453



Net Revenue

\$6.86 B



Teammates

43,045



Medical Staff

4,925



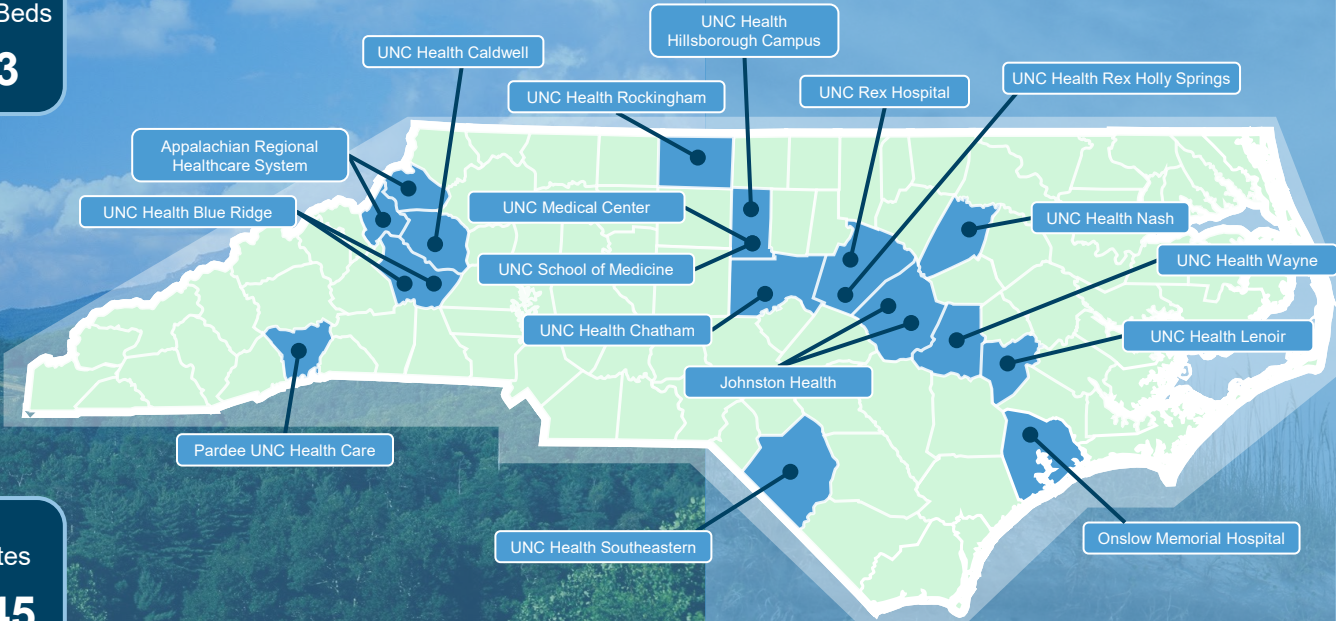
Employed MDs

2,875

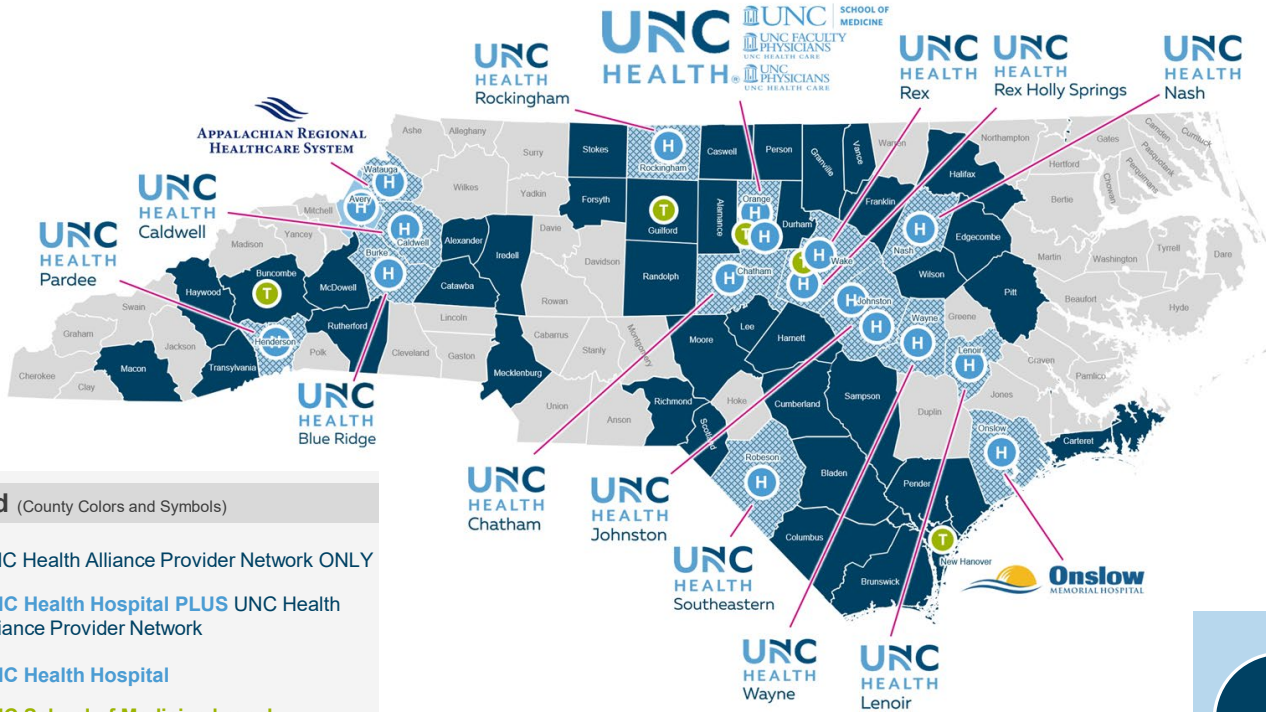


ED Visits

507,367



UNC Health Alliance's state-wide network strengthens our health system with independent practices



UNC Health Alliance Provider Network

1,120 Locations	52 Counties	13 Hospitals
8,260 Providers	with	2,860 Independent Providers
1,824 Primary Care Providers	and	6,436 Specialty Providers
174 Specialties & Subspecialties Covered	SNF preferred network; home health preferred network	

Community-based palliative care and hospice programs



- 35%** Independent Providers
- 65%** UNC Health Employed Providers

As of October 2023

Our Value Based Care Journey

Continued to add VB payer programs

2005: First value-based contract

2009: Co-branded Medicare Advantage Plan

2012: Accountable Care Organization Formed

2013: MN DHS Medicaid (IHP) & Medicare Shared Savings (MSSP)

2016: Medicare Shared Savings Program (risk added)

2017: Co-branded commercial ACO product launched

2018: Transition to MN Medicaid (IHP) Track 2 (risk added)

2023: 24% YOY growth in attributed lives

Today: 23 VB programs with 239,000 attributed members

Essentia Health ACO

- Single entity rural ACO, headquartered in Duluth, MN
- Formed in 2012 as vehicle to advance population health and value-based programs within the organization.
- MSSP and MN Medicaid (IHP) are directly within the ACO with 28,000 and 49,000 attributed lives, respectively.
- Manage the other 21 value-based programs (over 160K lives) using the ACO population health model.
- Total population split is approx. 55% commercial/45% government
- 40% of the system's total revenue flows through the value-based programs.