



Affirmant

Health Partners™

Newsletter

June 2017

A HEALTHY MICHIGAN AT AN AFFORDABLE COST

Message from the CEO

Dear Affirmant Team,

It was wonderful to see so many of you in attendance at the Affirmant Health Partners Leadership Retreat on May 31, in Kalamazoo. For those of you unable to attend we will have links to the speakers' videos and presentations available on [SharePoint](#).

This month's newsletter features highlights from the retreat. The theme this year was "Lighting a Fire for Transformation" and each topic centered around our "Fire Triangle." I am proud of our Board, the committees, our participating physicians and our team and what we have accomplished together over the past year. I am thrilled that we were able to spend time in person celebrating our work. The biggest difference I had witnessed between this year and our first retreat in June of 2016 is how much our relationships have grown over the last 12 months. Last year was a time of new introductions - learning names, interests and specialties. This year was like old friends coming back together. Our Board Chairman, Dennis Swan, in his opening remarks quoted Henry Ford, "coming together is a beginning; keeping together is progress; working together is success."

I would like to highlight the work that has been accomplished on the Health Plan Partnership side. Health Plan Partnerships are essential to achieving our vision of a

healthy Michigan at an affordable cost. They allow us to share in the rewards of bending the cost curve and provide funding to ensure our sustainability and continued success. Our Contracting Committee and Negotiating Team have been working to secure contracts for Medicare Advantage and Commercial populations. As our contracting Committee and Board have agreed:

- Contracts must add value to each Chapter
- Prior consent is required for changes in risk-sharing
- Contract participation is required in Affirmant contracts for all participating providers

This is not an easy or quick process; rather, we have had to adapt our approach and create a more collaborative solution. This collaborative model is our "Runway to Value." Now that we have a roadmap for health plan collaboration, we can make faster progress in securing contracts. Here is a snapshot of where we are today:

So what's next? For the duration of 2017 our sights are set on:

- Inking a deal for Medicare Advantage with BCBSM, Humana, Priority and United Health Care
- Securing Commercial contracts for existing products with HAP, PHP, and United Health Care
- Selecting a Third Party Administrator (TPA) and Pharmacy Benefit Manager (PBM) vendor for Bronson, Covenant, Lakeland and MidMichigan

We will continue our efforts to achieve these milestones and keep you posted on our progress. Thank you for your continued engagement and support in working together to achieve a healthy Michigan at an affordable cost.

Best,

Bill

Plan	NDA	Data Sharing	Deal Terms Discussion	Letter of Agreement	Contract
PHP	x	x	x	x	
HAP	x	x	x		
Priority	x	x	x		
BCBSM	x	x	x		
Humana	x	x	x		
United	x	x	x		
Aetna	*In initial discussions				

2nd Annual Leadership Retreat Summary

The results are in and you agree that the Leadership Retreat was a success. Early in the planning phase we established our retreat objectives:

- Create understanding & excitement for the Fire Triangle
- Strengthen relationships
- Share best practices
- Build Affirmant culture

Based on your feedback from the evaluations, you feel we met those objectives and we couldn't be happier.



Dr. Elliott Fisher, Director of The Dartmouth Institute for Health Policy and Clinical Practice did an outstanding job as our keynote speaker, and his presentation "The Journey to Accountable Care" was a very insightful look at the state of health care and where it is heading. More and more patients are taking an active role in addressing the quality of their own care and are trying to find solutions to reduce their medical costs. Health systems, networks like Affirmant and physicians who are partnering with patients to achieve such, are on the leading edge of this new frontier in health care.

Epic gave us an overview of Constellation and presented examples of clinical data on technological steroids. This reporting and analysis of patient data among physicians will be instrumental in our understanding of key clinical matters, provider and patient care, and in helping us answer the five W's (who, what, when, where and why) on our quest for a healthy Michigan at an affordable cost.

Every breakout session tied back to the "Fire Triangle" with topics presented to help participants understand the three key focus areas within the triangular structure, Data Analytics, Clinical Transformation and Health Plan Partnerships. In addition to that, the sessions were structured so attendees could gain insight on how our working together in building the foundational components will allow us to successfully achieve Clinical Transformation, and that is through shared best practices, shared resources and continued relationship building.



New this year was the Affirmant Leadership Awards ceremony. Awards were presented to those who are putting Affirmant's values to work – Accountability, Compassion, Collaboration, Knowledge and Transformation. See a [list of winners](#) on page three. Congratulations to all of the winners and thanks for living our values!

Thank you to everyone that turned in an evaluation (30% return rate!) which will be helpful in our planning for next year's retreat. We hope that everyone enjoyed the networking and social hour, and we look forward to bringing us all together in 2018.

Post-Acute Care Workgroup

The first clinical priority that Affirmant is focusing on is Post-Acute Care. We assembled a workgroup, comprised of representatives from each member system, to identify and establish a best practice in post-acute care that will reduce the variation in cost and care. The workgroup has identified the following purpose:

Utilize industry best practices and developments from Affirmant's local chapters to establish a standardized and optimized approach to post-acute network performance that promotes and signals the value of Affirmant's local chapters to the regions they serve.

Affirmant is partnering with Navigant to assess each chapters current state, facilitate working sessions and help accelerate the process. The workgroup will meet three times; in May they determined what strategies the group should focus on, June's meeting will be around how to implement the chosen strategies and the third session will be focused on finalizing the implementation plans. The outcome will be three to five strategies and prioritized collective strategies that will promote enhancement of high-impact post-acute care capabilities and performance.

Leadership Award Winners

Accountability

We are leaders in quality, and hold ourselves and our partners to the highest standards of integrity and performance.

Bronson Healthcare Human Resources

- Kristyn Casselman
 - Todd Horst
 - Tara Smith
 - Amy Wright
 - John Hayden
 - Nikki Romence
 - Diane Luyendyk
 - Robin Welch
 - Joe Pant
 - Ian Cooper
- ### Sparrow Health System
- Sandra Denison

Collaboration

We support, empower and leverage our high-performing teams.

Lakeland Health Marketing Communications Team

- Megan Yore
- Cindy Myers
- Matt Shine
- Sarah Clemons
- Christopher Johnson
- Jessica Hines
- Kathy Starbuck
- Lenee Svorec

Covenant HealthCare

- Larry Daly
- Jamie Jager

MidMichigan Health

- Dr. Thomas Johnson

Compassion

We seek to understand and respect our patients, colleagues and community partners.

Lakeland Health

- Mike Getty

Henry Ford Allegiance Health

- Dr. Amy Schultz

Knowledge

We learn, teach and adopt evidence-based best practices.

Henry Ford Health System

- Eugene Berezovsky
- Matt Hussmann

Lakeland Health

- Tim Grove
- Dr. Lowell Hamel

Transformation

We inspire and enable rapid improvement.

Sparrow Health System

- Renee Hoyt

Bronson Healthcare

- Paul Peabody

Thank you
for living our values!



What is a “message map”

At the end of the Leadership retreat, attendees were presented with two take-aways: a candle to symbolize the lighting of a fire and a “message map.” A message map is the foundation to consistent, concise and inspiring communications. It is a quick reference, visual aid that summarizes key messages. Use this tool when describing the work of Affirmant or preparing for a presentation. If you would like a hard copy of the message map, please contact info@affirmant.com.

Affirmant Health Partners

Affirming a higher standard in health care

Leading
We are one of the largest super clinically integrated networks in the state. Our six health systems and their affiliated systems are leaders in their regions and generate a wide-reaching footprint in lower Michigan.

Transforming
We are successful because of our local networks. Our local, clinically integrated networks work closely with independent and employed physicians in our commitment to improve clinical outcomes, cost and quality of care.

Inspiring
Our drive and passion starts with our vision of a healthy Michigan at an affordable cost. We work to this by focusing on three areas: Data Analytics, Clinical Transformation and Health Plan Partnerships. But we can't do this work without YOU - The leaders, learners and change agents.

Partners: BRONSON, COVENANT Health Care, Sparrow Health System, Lakeland Health, MidMichigan Health, Sparrow

The rising cost of health care is not sustainable for our patients or our communities. We are at a crossroads when it comes to how we deliver and afford Patient Care. **Our customers demand and deserve the best possible and most cost-effective care.** Through the work of Affirmant Health Partners, we will use our strength as an alliance to improve quality and bend the cost curve and share in the rewards.

Affirmant Health Partners, a clinically integrated network, is a physician-led, professionally managed network. To be clinically integrated means we have: 1) a high degree of physician participation and collaboration 2) priorities and programs to transform clinical practice and 3) collective negotiation with health plans to share in rewards for reducing the cost of care.

We are Affirmant

- Thousands of independent and employed physicians across the state of Michigan
- 4 health systems
- 21 acute care hospitals
- Accountable Care Organizations with over 100,000 Medicare beneficiaries
- 100,000 employees and family members in our employee sponsored health plans

Lighting a fire for transformation

The five triangles in the illustration we use to describe our work at Affirmant Health Partners, and as we cannot light a fire without oxygen, fuel and heat, we cannot transform health care without Data Analytics, Clinical Transformation and Health Plan Partnerships.

Data Analytics: Real-time, actionable, cost and quality information at the point of care

Our Data Analytics will provide us with ongoing information about where we are and where we're going. We have developed an information technology and Business Intelligence strategy for determining time, activities, cost and quality information at the point of care. This strategy allows us to:

1. Aggregate patient-level clinical and administrative claims data
2. Quantify costs and identify gaps across the continuum of care
3. Deliver real-time clinical decision support to providers and patients
4. Offer levels of clinical practice comparisons at the provider, practice and local Chapter levels

Clinical Transformation: Improving organization, efficiency and teamwork

Our success in delivering the highest quality, most cost-effective care will require us to use the information from data analytics and our health plan partners to transform clinical practice—improving care team organization, workflow and performance measures.

Our initial clinical priorities are Chronic Disease Management, Post-Acute Care and Pharmacy Management.

Through our Clinical Transformation System, Affirmant Health Partners supports improvements in guidelines, provider/patient engagement, care coordination, care team support, accountability and rewards.

Health Plan Partnerships: Efficient and sustainable sources of funding

Because in order to accomplish the Data Analytics and Clinical Transformation efforts, we must create a reliable and sustainable source of funding, this requires us to be able to share in the rewards for reducing the total cost of care and manage the risk for value generation.

Our strategy for making this happen is to partner with health plans. The Michigan Shared Savings Program (MSSP) and our participation in the Comprehensive Primary Care Plus (CPC+) initiatives are designed for success with over 100,000 Michigan beneficiaries. Our member health systems' employee health plans will offer more than 100,000 additional coverholders under our management.

Vision
A healthy Michigan at an affordable cost

Mission
We collaborate with patients, colleagues and community partners to relentlessly improve the quality and cost-effectiveness of health care

Goals
Deliver health and affordable cost through clinical transformation, value conversations and shared rewards through health plan partnerships

Values
Accountability We are leaders in quality, and best outcomes, and we partner to the highest standards of integrity and performance.
Compassion We seek to understand and respect our patients, colleagues and community partners.
Collaboration We support, empower and bring out the high-performing talents.
Knowledge We learn, teach and adopt evidence-based best practices.
Transformation We inspire and enable rapid improvement.

For more information about Affirmant Health Partners, visit www.affirmant.com. We can also be reached toll-free at 877-232-3814.

COMET is Coming!

Continuing Online Medical Education and Training or COMET will be the tool Affirmant uses to push out best practice training and information to our participating physicians. In addition to that, physicians will have opportunities to earn CME credits from a laptop or even a smart phone. Look for more information in our July newsletter!

August Town Hall

Please join us for our second Affirmant Town Hall, hosted by Sparrow Health System, on August 9. Dr. Bill Mayer, President and CEO of Affirmant will give an overview of our progress, outline our vision for the future and allow members to ask questions. The town hall series will be hosted quarterly at different member sites. We are thrilled to offer this unique opportunity and hope you will save the date! WebEx information coming in July!

