



# Affirmant

## Health Partners™

## Newsletter

March 2017

A HEALTHY MICHIGAN AT AN AFFORDABLE COST

## Message from the CEO

Dear Affirmant Team,

This month we accomplished a major milestone in our development—achieving legal status as a Super Clinically Integrated Network (CIN). This is the culmination of an enormous amount of effort on the part of Affirmant staff, our local Chapter leaders, and all of our participating physicians, including:

- Engaging our physicians—both employed and independent—as well as administrators from our Member Health Systems, PHO, and PO partners
- Creating or revising legal entities to serve as the focal point for our local CIN programs
- Establishing governance and operating boards and committees to steer and support our local CIN programs
- Executing physician participation agreements
- Executing Local CIN agreements between each Chapter and Affirmant

Given that our success is dependent upon grass-roots engagement and decision-making, it seems fitting that our local Chapters should be established prior to their coming together through a formal agreement with Affirmant. And that's exactly how it happened! Our Board of Managers began discussing the terms of our local Chapter-Affirmant agreement in October. The guideposts for our discussions were the three-part test of the Federal Trade Commission and Department

of Justice enabling competing providers to collaborate on matters of clinical care and contracting:

1. A network of physicians willing to demonstrate “a high degree of interdependence and cooperation”
2. A program of initiatives designed to “control costs and ensure quality”
3. Supported by an infrastructure that allows the physicians to “evaluate and modify practice patterns”

Through a collaborative and rigorous process of discussion, resolution of differences, and decision-making, the Board arrived at unanimous approval of our local CIN Agreement at its March meeting.

One of the critical issues we addressed was the scope of contracting authority granted by our participating physicians to our local Chapters and from our local Chapters to Affirmant. A key reason for us coming together as a CIN is to enable us to work collaboratively with health plan partners to bend the health care cost curve while ensuring quality and sharing in the rewards of the value we create. Having single signature authority to contract with health plans is critical to this effort.

To help clarify the scope of Affirmant's contracting authority, the Board also approved a Payer Contracting Policy. This policy specifies that Affirmant has authority to contract on behalf of our local CINs and participating physicians where such contracts:

- Preserve and promote clinical integration among LCIN participating providers
- Provide a “Value Benefit” to our local CINs and their participating physicians as a result of their efforts to improve care
- Enable local CINs and their participating physicians to share and manage increased financial risk for cost and quality of care

Prior written consent is required for contracts that:

- Substantially reduce the overall value of risk sharing in existing payer contracts
- Substantially increase risk sharing
- Undermine existing payer contracted LCIN programs with a track record of effectiveness in improving quality and/or cost-effectiveness of care

With the unanimous approval of these agreements, policy and procedures, we have a clear and transparent basis for our collective decision-making and a solid foundation upon which to build a culture of collaboration. I am more confident than ever in our ability to succeed in achieving a healthy Michigan at an affordable cost.

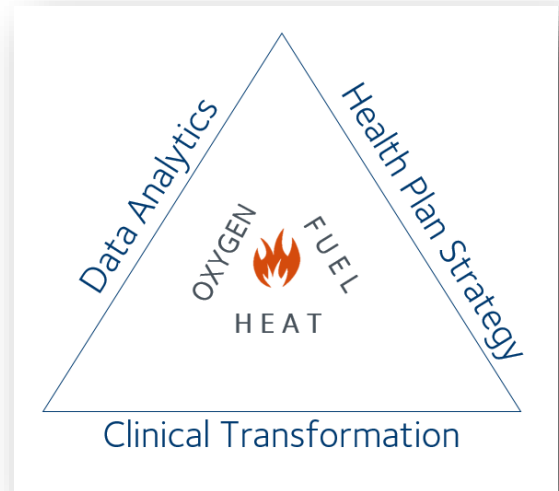
Best regards,

Bill

# Lighting a Fire for Transformation

Year 2016 at Affirmant Health Partners was focused on improving the cost-effectiveness of care we deliver to our patients and customers. We believe data analytics, clinical transformation and health plan partnerships are essential to producing this. By aligning these three forces, we will create a continuous cycle of performance improvement involving patients, payers and providers.

The fire triangle, pictured right, is the metaphor we are using to describe what we are doing at Affirmant Health Partners. Just like we cannot light a fire without oxygen, fuel and heat working together at the same time, we cannot transform health care in a meaningful way without data analytics, clinical transformation and health plan partnerships.



## Leader Spotlight

Diane Postler-Slattry, Ph.D., FACHE, became president and chief executive officer of MidMichigan Health in January, 2013, which brought her to Michigan. Since making the Great Lakes State her home, she has also become a Board Member for Affirmant Health Partners. Diane has served as the Secretary of the Board since July 2015. We are pleased to have her expertise on the Affirmant Board and to feature her in this month's *Leader Spotlight*.

**"MidMichigan Health is proud to be in the Affirmant network with other high quality organizations,"** stated Postler-Slattry.

Among her many accomplishments while serving at MidMichigan Health, Diane facilitated a successful affiliation with the University of Michigan Health System, attained a Level II Trauma

certification, re-established a focus on education with the construction of a new medical education building and established a family medicine residency program.

Under Diane's leadership, MidMichigan Medical Center – Midland was named one of the nation's 2016 100 Top Hospitals and MidMichigan Health was named one of the nation's 15 Top Health Systems by Truven Health Analytics. MidMichigan Health was one of only two health systems in Michigan to earn the 15 Top Health Systems distinction.

Diane holds a Ph.D. in education administration from the University of Wisconsin – Madison as well as a Master of Science in nursing/nursing administration and Bachelor of Science in nursing from the University of Wisconsin – Eau Claire.

Diane is active in many professional and civic organizations. She is a Fellow of the American College of Healthcare Executives; a board member of the Midland Center for the Arts, the Midland Business Alliance, Michigan Baseball Foundation, Michigan Health & Hospital Association, and Michigan Health Information Alliance. She serves as Delegate on the American Hospital Association's Region 5 Policy Board. She is a member of the Midland 100 Club and has been a member of the River Valley Bank board of directors for many years.

Diane has received numerous awards, which include a Woman of Vision, Athena, and YWCA Woman of Achievement award. Diane is married to Don Slattry and their greatest pleasures are spending time with their three children and four grandchildren.



**Diane Postler—Slattry, Ph.D., FACHE**  
President and CEO, MidMichigan Health

# Vision, Mission, Values ...

In March, the Board of Managers approved Affirmant's Vision, Mission and Values. These statements are important in defining "who, what and why" we are. These are also the elements that are foundational in achieving our desired success.

*Why are we here?* We exist to fulfill our vision of a healthy Michigan at an affordable cost.

*What do we do?* Our mission is to collaborate with patients, colleagues and community partners to relentlessly improve the quality and cost-effectiveness of healthcare.

*Who are we?* We live our core values of accountability, compassion, collaboration, knowledge and transformation.

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 healthcare.
Values	<p><b>Accountability</b> We are leaders in quality, and hold ourselves and our partners to the highest standards of integrity and performance.</p> <p><b>Compassion</b> We seek to understand and respect our patients, colleagues and community partners.</p> <p><b>Collaboration</b> We support, empower and leverage our high-performing teams.</p> <p><b>Knowledge</b> We learn, teach and adopt evidence-based best practices.</p> <p><b>Transformation</b> We inspire and enable rapid improvement.</p>

**Affirmant:**  
Health Partners

## ...and Goals

Along with our Vision, Mission and Values are the goals we have set for Affirmant Health Partners. We have identified four that we strive for every day.

***Better health & affordable cost through clinical transformation***

***More covered lives & shared rewards through health plan partnerships***

Included in our 2017 Objectives are the following initiatives organized by goals:

- Centralized IT/BI capabilities
- Medication Therapy Management
- Skilled Nursing Facility days per 1,000
- Capital spending within budget
- 5 of 7 Employee Health Plan contracts for 2018
- 2 Health Plan Partners for 2018
- Health Plan Partner infrastructure investments

### *Already completed initiatives for 2017:*

- *MSSP data analytics agreement with Henry Ford Health System*
- *Network management through QuickBase*
- *Affirmant brand name and guidelines*
- *ACO/MSSP communication plan*
- *Navigant engagement for post-acute care*

Additional activities for this year include:

- Sharing of data on phase 1 performance measures
- Negotiating a long-term IT/BI solution with EPIC

## Town Hall @ Lakeland

Affirmant Health Partners hosted its first-ever Town Hall at Lakeland Health on March 23. The town hall concept was designed to give our Affirmant stakeholders an update on our progress and an opportunity to ask questions.

We are pleased to report that we had approximately 100 people in the audience and on WebEx! Of course, such a lofty goal of streaming across the state is not without difficulties. For those of you on the phone, we apologize for the technical challenges. Please know we are already working to fix them for the next time!



The town hall series will be hosted quarterly at a different member site. Stay tuned for details on the next location.

## Leadership Retreat—May 31, 2017

**SAVE THE DATE**  
Affirmant Health Partners Spring Leadership Retreat

More details coming soon!

**5/31**  
2017

**Affirmant**  
Health Partners™  
Leadership Retreat  
Fetzer Center  
Kalamazoo, MI

The Affirmant Leadership Retreat will be hosted Wednesday, May 31, in Kalamazoo, MI at the Fetzer Center on WMU's campus. We are thrilled to bring leaders from across the state back together to share in networking and best practices. Invites will go out the week of April 10. Until then, please save the date!

The format for this year's event is a mixture of networking, presentations and small-group best practice sharing. All topics will be centered around the three elements of the "Fire Triangle" - Data Analytics, Health Plan Partnerships and Clinical Integration.

**\*New this year!** Do you know someone or a team who lives our Affirmant values? New this year, you will have an opportunity to recognize an individual or team on their contributions and/or success in advancing Affirmant's vision of a healthy Michigan at an affordable cost. Click [here](#) to nominate someone for an Affirmant Leadership Award—it only takes a few minutes. Winners will be announced at the retreat.