



# Affirmant

## Health Partners™

### Newsletter

November / December  
2016

#### A HEALTHY MICHIGAN AT AN AFFORDABLE COST

Dear Team,

With the uncertainty of the Affordable Care Act's future, one thing is definite: **the pressures on us from patients and payers to bend the health care cost curve will only increase.**

Our first year at Affirmant Health Partners has been focused on producing a tipping point in improving the cost-effectiveness of care we deliver to our patients and customers. The three forces we believe are essential to producing this tipping point are data analytics, clinical transformation and health plan partnerships. By aligning these forces, we will create a virtuous cycle of performance improvement involving patients, payers and providers. As we approach the end of 2016, we are poised to make this virtual cycle a reality.

**Data Analytics** - As the Traveling Wilburys sang: "If you don't know where you're going, any road will take you there!" Our data analytics will provide us with ongoing information about where we are and where we're going. Our IT/BI Committee is exploring a centralized solution for delivering real-time, actionable, cost and quality information at the point of care beginning in 2017. Through Epic, Henry Ford Health System, or a combination of the two, we will (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; and (4) offer trends and best practice comparisons at the provider, practice and local Chapter levels.

**Clinical Transformation** - Our success in delivering the highest quality, most cost-effective care will require us to use the information above to transform clinical practice—relentlessly improving care team organization, work-flow and key performance measures. There are no magic bullets to produce this kind of fundamental change. Our

Clinical Transformation Committee has reviewed and recommended an evidence-based, multi-faceted **Affirmant Clinical Transformation System** to enable reliable and sustainable performance improvement across all providers.

The system will address guidelines, provider and patient engagement, care coordination, care team support, and accountability and rewards. We will work with our local Chapters to share, build and adopt the elements of this system throughout our Clinically Integrated Network in 2017. We will begin by applying it to our previously chosen clinical priorities of chronic disease management (asthma, COPD, heart failure), pharmacy management and post-acute care. As we achieve success in these areas, we will apply the system to new areas of opportunity for improving quality and cost-effectiveness.

**Health Plan Partnerships** - In order for us to accomplish the data analytics and Clinical Transformation efforts described above, we must create a sufficient and sustainable source of funding. This requires us to be able to share in the rewards for reducing the total cost of care for a large population. Our strategy for making this happen is to partner with health plans. The Medicare Shared Savings Program (MSSP) and our participation in the Comprehensive Primary Care Plus (CPC+) initiative gives us this opportunity with over 76,000 Medicare beneficiaries. Our Member health systems' employee health plans will offer an additional 129,000 covered lives under our management.

Lastly, our Contracting Committee has been working diligently to create additional partnerships with insurance companies. Earlier this month, the committee unanimously recommended a "runway to value" for health plan relationships with the following proposed milestones for the next three years:

- 2017: Financial support of our data analytics and Clinical Transformation System; gain-sharing on performance measures reflecting our clinical priorities; streamlining of processes in such areas as formularies, utilization and care management, and credentialing.
- 2018: Collaboration on new, statewide health plan products with incentives for patients to receive care from Affirmant providers; bundled payments; and targeted risk-sharing for performance in our clinical priority areas—
- 2019: Risk-sharing for total cost of care with stop-loss provisions, with up- and down-side opportunity for Affirmant increasing over time.

We have identified a number of potential health plan partners—including HAP, PHP and Priority Health—that have responded positively to the "runway to value" concept and we are actively engaged in negotiating specific terms to make these partnerships a reality beginning in early 2017.

What can you expect as a result? Expect Affirmant and your local Chapter to deliver data and a system to enable you to transform the cost-effectiveness of your care. You can also expect health plan partners to share in the financial rewards for our accomplishments in improving quality and reducing the total cost of health care. We are excited to be working with you as Affirmant Health Partners to make this happen. Thank you for your commitment and your leadership in achieving a healthy Michigan at an affordable cost.

Best regards,

Dr. Bill Mayer  
President and CEO

# Our Story



Affirmant Health Partners is a physician-led, professionally managed network of high-performing, patient centered teams that improves health and the health care experience in the communities we serve by delivering high-quality, cost-effective healthcare. We will achieve our vision of a healthy Michigan at an affordable cost through clinical transformation and sharing risk and rewards with our health plan partners.

Today we are seven health systems that include: Bronson Healthcare, Covenant HealthCare, Henry Ford Health System, Lakeland Health, MidMichigan Health, Sparrow Health System and Spectrum Health. Affirmant Health Partners includes 33 acute care hospitals and over 6000 independent and employed physicians, spanning 46 of Michigan's counties.

## 2016—A Year in Review

2016 has been a big year for Affirmant Health Partners. We wanted to share 15 of our most notable highlights.

1. Added Henry Ford Health System in April
2. Added Spectrum Health in September
3. Extended option for Munson Healthcare to become a Member
4. Engaged our Implementation Task Force, Clinical Transformation, Contracting, Communications & Education and IT/BI committees
5. Identified data-driven, clinical transformation priorities in chronic disease, pharmacy and post-acute care
6. Designed and adopted an evidence-based Clinical Transformation System
7. Developed and adopted "runway to value" and key deal terms for health plan partnerships
8. Engaged health plans in productive negotiations
9. Successfully enabled 200 Affirmant-affiliated physicians in applying for the Comprehensive Primary Care Plus (CPC+) program
10. Successfully applied for participation in the Medicare Shared Savings Program with over 400 primary care physicians, 800 sub-specialist physicians and 70,000 Medicare beneficiaries
11. Assured FTC-compliant local Chapter Clinically Integrated Networks in all Affirmant Member markets
12. Developed Affirmant Health Partners name and logo
13. Conducted first Affirmant Health Partners Leadership Retreat attended by over 200 leaders from all our Members, with 100% of post-survey respondents saying they would attend again and 93% responding that the event exceeded their expectations
14. Hired President & CEO, Executive Assistant, Manager of Communications and Director of Clinical Integration
15. Developed great partnerships with Navigant, Hazen Group and Monigle, completing engagements on time and within budget



## New logo revealed

We are proud to unveil our new logo for Affirmant Health Partners. Thank you to the members of the Communications and Education Committee for their support, guidance and expertise in creating our brand. You can expect to see our logo being integrated into our communication materials over the coming months.



## Federation ACO and CPC+

CONFIDENTAL—NOT FOR PUBLIC RELEASE. In late November, Affirmant Health Partners received news about participation in both the Federation ACO and CPC+.

### Accountable Care Organization/ Medicare Shared Savings Program (ACO/MSSP)

Affirmant received notification from the Centers for Medicare and Medicaid Services (CMS) that the Federation ACO application meets the requirements for participation in the Medicare Shared Savings Program, effective January 1, 2017. This is very exciting news for Affirmant and the member organizations that are participating in the Federation ACO. Our ACO includes 169 participating practices and 4,000 providers, and will provide care to over 70,000 Medicare beneficiaries.

#### What is an ACO?

An Accountable Care Organization (ACO) is a group of doctors, hospitals and other healthcare providers, who come together voluntarily to give coordinated, high-quality care to their traditional Medicare patients. Bronson Healthcare, Covenant HealthCare, Henry Ford Allegiance Health, Lakeland Health and Sparrow Health System will join the Federation ACO. MidMichigan Health and Henry Ford Health System already belong to ACOs. The Federation ACO will be a separate but supplemental strategy to the building of local chapter CINs.

### Comprehensive Primary Care Plus (CPC+)

On November 17, practices around the state of Michigan who applied for CPC+ were notified of their status with the program. We are pleased to report that nearly 90 practices and 200 physicians under the Affirmant umbrella were accepted into the program.

#### What is CPC+?

The new Comprehensive Primary Care Plus (CPC+) model is the largest-ever, multi-payer initiative to improve primary care and is modeled after the Comprehensive Primary Care initiative launched in 2012. This CMS program is designed to support practices along the continuum of their transformation to deliver better health and smarter spending.

#### 5 key functions

CPC+ provides financial support to primary care practices to improve five functions of care:

- Access & Continuity
- Patient & Caregiver Engagement
- Care Management
- Planned Care & Population Health
- Comprehensiveness & Coordination

**THANK  
YOU!**

Participation in the Federation ACO and CPC+ would not have been possible without the help of our high-performing teams at the local level:

**BRONSON HEALTHCARE:** Joann Meilinger & Nancy Vannest

**COVENANT HEALTHCARE:** Gayle Biederman & Daniel Cramer

**HENRY FORD ALLEGIANCE HEALTH:** Brittany Easton & Laurie Tarpley

**HENRY FORD HEALTH SYSTEM:** Melissa Kurtz & Dr. Bruce Muma

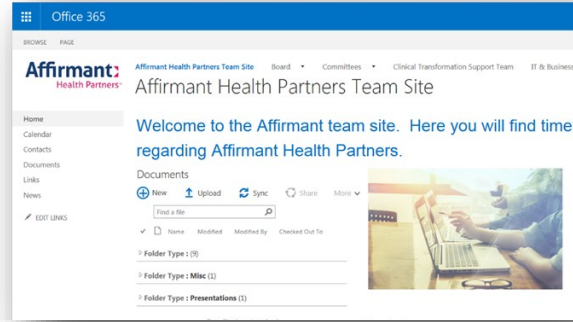
**LAKELAND HEALTH:** Sam Fell & Rachel Sunday

**MIDMICHIGAN HEALTH:** Steven Frazier, Suzie Knoff, Sarah Travis & Brenda Turner

**SPARROW HEALTH SYSTEM:** Nicole Allen, Kathy Bouchard-Wyant, Dr. Mike Tobin & Pamela Warfle


# SharePoint Update

We are almost ready to reveal our updated SharePoint site! Our goal was to make it more user friendly and a place for collaboration. Bronson Healthcare has offered IT resources to streamline and update our current SharePoint site. Meanwhile, if you would like assistance in accessing our SharePoint site, please contact [Shannon Conley](#).



## HQEP WebEx – January 18, 2:30 – 4:00 PM

Hosted by Affirmant Health Partners with guest presenters from Navigant

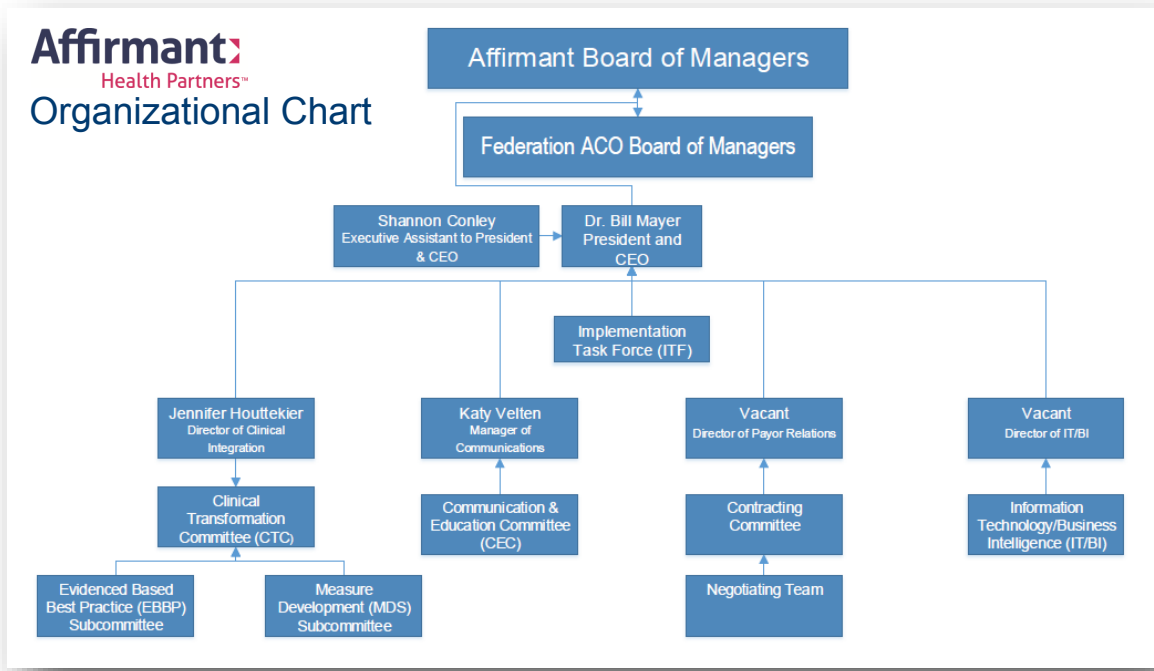


Topics include:

1. What is a Hospital Quality & Efficiency Program? What makes it unique?
2. Why is it an effective strategy for CIN/ACOs?
3. What initiatives may be included?
4. What is the compensation model and funds flow?
5. What should be built in to ensure regulatory compliance?
6. What does the development process look like?

Meeting Number: 990 984 643  
 Password: hqep2017  
 Audio Connection: 2692764399  
 Access Code: 990 984 643

Contact [katy.velten@affirmant.com](mailto:katy.velten@affirmant.com) for more info



Do you have a story to share?  
Send it to [info@affirmant.com](mailto:info@affirmant.com)