



Affirmant

Health Partners™

Newsletter

April 2017

A HEALTHY MICHIGAN AT AN AFFORDABLE COST

Message from the CEO

Dear Affirmant Team,

The Affirmant Health Partners Leadership Retreat is scheduled for May 31, at Western Michigan University's Fetzer Center in Kalamazoo. If you do not have an invite or are unable to attend, don't worry! We will be recording our plenary sessions.

It is hard to believe that it has been a year since we met as one team at our very first Leadership Retreat. I am thrilled to get this group together again to celebrate our successes, learn from one other and prepare for what is on the horizon.

We have an exciting day planned. We will present an overview of Affirmant achievements in the last year and share our focus for 2017. We are also delighted to have Dr. Elliott Fisher from the Dartmouth Institute for Health Policy and Clinical Practice, as our keynote speaker. I had the pleasure of working with Dr. Fisher 20 years ago when we served as members of an Institute of Medicine Committee on using performance monitoring to improve community health. I think you will find his speech very relevant to what we are doing right here in Michigan.

We have also invited EPIC to demonstrate and speak about their new population health product, Constellation, and how we can utilize it to provide actionable data for populations and individual patients at the point of care. EPIC will be a key partner for Affirmant in using data to advance our vision

of a healthier Michigan at an affordable cost.

Finally, networking was an activity many of you appreciated and requested more of in the evaluations from last year's event. We have set aside additional dedicated time during lunch and later in the afternoon for you to catch up with friends and to make new ones.

As far as our progress is concerned, we are continuing to forge ahead with the three elements of the "Fire Triangle" necessary to bend the cost curve and share in the value we create:

- 1. Data Analytics**—Henry Ford Health System is actively compiling and analyzing our ACO and MSSP data. We should have initial insights into our performance from these data over the next few weeks.
- 2. Clinical Transformation**—We just kicked off the Post-Acute Care initiative, the first of our clinical priorities. With the benefit of Member best practices, guidance from Navigant, and our collective efforts at implementing our Clinical Transformation System locally and centrally, we should begin to see significant improvements in the cost-effectiveness of our post-acute care later this year.
- 3. Health Plan Partnerships**—I am pleased to announce that we have our first letter of agreement (LOA) to partner with a health plan—Physicians Health Plan of

Mid-Michigan. This LOA provides for standardizing and simplifying credentialing, formulary, utilization and care management; gain sharing on our clinical priority areas; and creation of custom, competitive products that enable us to successfully share risks and rewards for enhancing cost and quality of care. Negotiations continue with Health Alliance Plan, Blue Cross Blue Shield of Michigan, United Healthcare and Humana for agreements on similar terms.

This progress would not have been possible without the talent and dedication of Affirmant partners like you. I can't stress enough how impressed I am with the Affirmant stakeholders I have met across the state. This year at the retreat we will have an opportunity to formally recognize individuals and teams who exemplify Affirmant's core values. I encourage all of you to nominate someone for this special recognition. Wouldn't it be great to see winners from every member health system? It only takes a few minutes to nominate an individual or team and nomination forms are available [online](#).

Thank you for all you do to make a difference in the lives of our patients and communities.

Best regards,

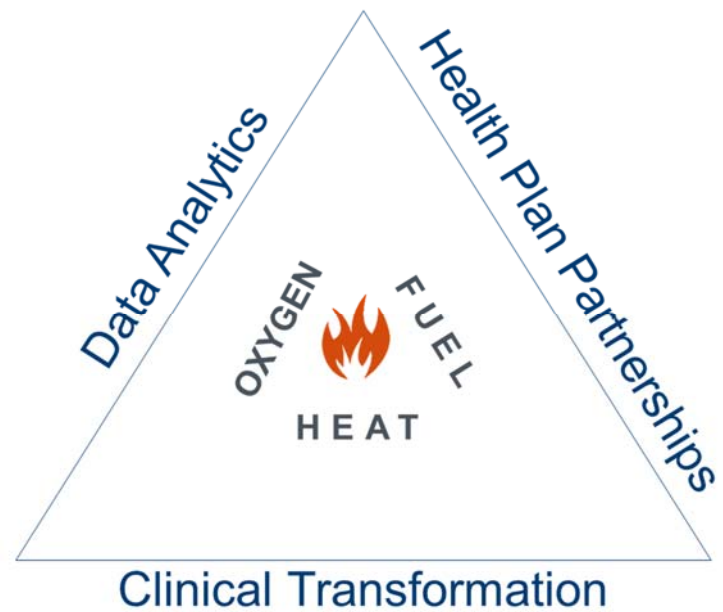
Bill

Leadership Retreat

The format for this year's Leadership Retreat 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.

Our objectives for the 2017 Leadership Retreat are:

1. Create understanding & excitement around the Fire Triangle
2. Strengthen relationships
3. Share best practices
4. Build Affirmant culture



Accountability, Compassion, Collaboration, Knowledge and Transformation

Do you know an individual or team who has demonstrated Affirmant's core values? Recognize their contributions and/or success in advancing Affirmant's vision of a healthy Michigan at an affordable cost by [nominating](#) them for an award. Winners will be announced at the retreat.

Keynote Speaker—Dr. Elliott Fisher



We are pleased to announce that Dr. Elliott Fisher, from the Dartmouth Institute for Health Policy and Clinical Practice will be our keynote speaker at the leadership retreat. Dr. Fisher is thought to be one of the premier thinkers on improving quality while managing costs, as well as the challenges and opportunities ahead for the American healthcare system. He was a key figure behind accountable care organizations (ACOs), an important component of healthcare reform. Dr. Fisher is a leading developer of new models of healthcare delivery and payment. His belief is that performance measurement, accountability, well-implemented technology, empowered patients, and new partnerships will all play a role in moving healthcare forward.

Elliott's earlier research focused on the causes and consequences of variations in health system spending and performance. His findings indicated that higher spending does not mean higher-quality care: rather, it often means overuse of discretionary services, such as more frequent use of the hospital, specialist referrals, and diagnostic tests, which do not necessarily lead to better quality or health outcomes. On Elliott's analysis, up to 30% of US health care spending is wasted on potentially avoidable care.

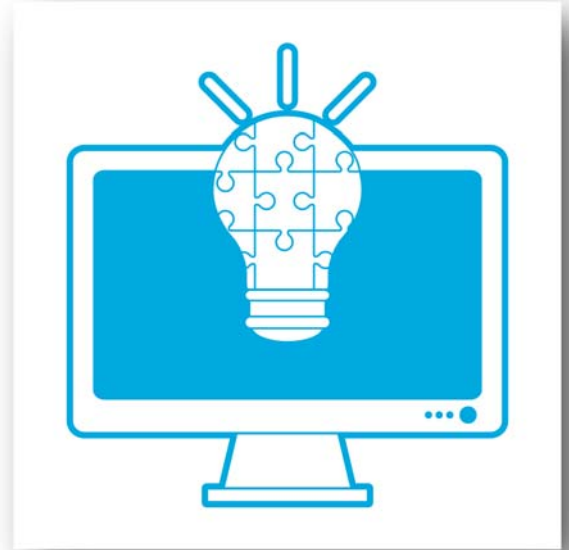
Dr. Fisher is the Director of the Dartmouth Institute for Health Policy and Clinical Practice. He is also the John E Wennberg Distinguished Professor of Health Policy, Medicine and Community and Family Medicine at the Geisel School of Medicine at Dartmouth and Co-Director of the Dartmouth Atlas of Health Care. He is the author of over 150 research articles and commentaries, and a member of the Institute of Medicine of the National Academy of Sciences.

We are excited to have Dr. Fisher join us on May 31 and share his experiences with our teams.

Leadership Retreat—Breakout Sessions

Your feedback from last year's retreat was a major factor in our planning process and resulted in our content and format for this year. Along with the opportunity to network more, you had stressed how impactful the breakout sessions were. We are offering you seven options that connect directly to the work we are doing at Affirmant and the Fire Triangle. We will have a combination of presenters from the Affirmant team, our local chapters and a few outside consultants. The topics include:

- Analytics: Making sense of the data
- Network Management: Tools for local chapter administration
- Health Plan Relationships: MSSP, Medicare Advantage and Commercial
- Clinical Transformation in Action: Post-Acute Care
- Clinical Transformation in Action: Pharmacy
- Epic Constellation and Affirmant's IT/BI Strategy
- Physician Engagement



Analytics Workgroup— Collaboration at Work!

Information Technology/Business Intelligence (IT/BI) Committee—Performance data on phase 1 standardized measures from existing IT/BI systems have been received from all Affirmant Members. Initial analyses of these data have been performed and our IT/BI Committee Data Analytics Work Group and a subset of data developers is engaged in validating the information and making changes needed for successful output. Mike Getty, Director of Integrated Analytics and Chief Analytics Officer at Lakeland health had this to say about the Data Analytics Work Group,

“There have already been benefits realized in these early stages of Affirmant affiliation from an analytics perspective. We have shared code that has sped up internal report request resolution. We have realized there are ways of measuring certain things (Mortality, Readmissions, Ambulatory measures) where we could do it more accurately or more efficiently. At this meeting, we are talking about a standard operating procedure for validation which would have another system wide impact and improve our entire analytics program. Having an integrated “in the weeds” workgroup with the ability to share information, code, etc. has been much more valuable than the eMUG, Epic Conference, presentation centric approach to collaboration.”

Federation ACO MSSP claims data have been loaded into the Affirmant virtual machine at Henry Ford Health System and an initial executive dashboard will be available for distribution by the end of April. Bill Mayer (Affirmant), Paul Peabody (Bronson) and Mary Alice Annecharico (Henry Ford Health System) met with Judy Faulkner and Carl Dvorak, CEO and President of Epic, respectively on April 6 to discuss a strategic relationship with Epic to further develop Constellation. Epic leaders were very complementary of our cohesiveness and strategic direction. Affirmant has been invited to present at the Epic Population Health and Connect Strategic Forum on June 20-22, 2017.

Collaboration Champions



Collaboration is one of our core values at Affirmant. One of the benefits of having a state-wide network is the access to resources and subject matter experts outside your local area. We want our members to be able to share their best practices and learn from other member systems.

To facilitate that partnership, we have identified **Collaboration Champions** at each member system. These individuals will be the main contact for intercommunication opportunities and requests for each site. Additionally, they will initiate communication to other local chapters for information requests or identification of subject matter experts for collaboration connection.

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

