



Network Newsletter

August 2016

A HEALTHY MICHIGAN AT AN AFFORDABLE COST

Message from the CEO



Hello and welcome to our inaugural newsletter. We have been incredibly productive at the Federation Care Network and this monthly communication will give us an opportunity to keep you up-to-date on our progress.

For those of you I haven't met yet, my name is Bill Mayer and I have the privilege of serving as the President and CEO of your Federation Care Network. In the 26 years since I was board certified in Preventive Medicine, I have committed myself to improving population health in whatever way I can—from caring for patients as a primary care physician in a Federally Qualified Health Center and homeless clinic; to leading programs in cancer prevention and control at the National Cancer Institute; to leading Kellogg Company's efforts to improve quality and cost-effectiveness of employee health plans; to leading quality, managed care and community health at Bronson. I have never been more excited about the opportunity to improve the health of our communities as I am about our work together as a Federation. I am passionate and confident about achieving our collective desire for "a healthy Michigan at an affordable cost."

June and July were busy months. We held our first-ever Leadership Retreat on June 23 in Kalamazoo and hosted 200 attendees. It was great to have so many leaders from across the state join in one location to learn more about our clinically integrated network (CIN), discover best practices and network with colleagues. The feedback was

very positive and we already have gathered ideas to improve the next one. Thank you everyone who was able to attend!

The Clinical Transformation Committee (CTC) has made tremendous progress in their development of the Clinical Integration (CI) strategy and plan for our Federation. They presented the *Year 1 Clinical Integration Program* to the Board on July 28 and it was approved. Over the next 12 months the team will focus three main initiatives: Chronic Disease Care, Post-Acute Care and Pharmacy Care. Our Contracting Committee has developed our strategy and key deal terms for our health plan relationships and is currently soliciting feedback from our stakeholders across the Federation.

Most recently we submitted our application to create the Federation Accountable Care Organization (ACO). An ACO's objective is to come together voluntarily to give coordinated high-quality care to Medicare patients. The ACO will be a separate but supplemental strategy to the building of local chapter CINs.

We are continuing our efforts to build relationships with Munson Healthcare, Spectrum Health and the University of Michigan and I am happy to report Munson has extended their option to join the Federation through the end of 2016. I am excited about the potential of these relationships to advance our mission and vision.

August will prove to be a busy month as well. We will seek Board approval of our contracting strategy and key deal terms, begin implementation of our Clinical Integration plan, continue expansion discussions and work with our

Information Technology/Business Intelligence Committee to develop a strategy and plan for meeting our needs for actionable data. We are also actively recruiting for the position of Director of Payor Relations to lead the development of our health plan relationships. If you know someone that would be a potential fit for this role, please encourage that person to apply.

Lastly, I would like to thank you for your participation in the Federation and look forward to a successful partnership!

In This Issue:

Clinical Integration

A concise way to talk about a CIN and the Federation.

Federation ACO Board

The Federation ACO is up and running. They hosted their first board meeting July 14.

The FCN Team is Growing!

We doubled in size in July. Learn more about our Director of Clinical Integration and Manager of Communications.

Leadership Retreat

Our first leadership retreat was a success! Highlights include networking, learning best practices and promoting a spirit of collaboration.

Committee Structure

The committees are busy working on advancing the Federation. Learn more about their responsibilities.

July 28 Board Meeting

The Board of Members met on July 28 for their monthly board meeting.

Clinical Integration

What is Clinical Integration (CI)?

Clinical Integration is a structured collaboration among physicians and hospitals designed to improve the quality and efficiency of healthcare. Many of our member organizations have established CINs in their regional markets.

What is a SCIN?

The Federation is a Super Clinically Integrated Network (SCIN). We are connecting Local

Clinically Integrated Networks (LCIN) with one another and with value-added shared services and support - we are a network of networks. The Federation will create scale but still preserve the independence of our member organizations and chapters.

Market Trends

Market trends are shifting costs to providers and patients. Larger scale is necessary to share infrastructure investments and spread financial risk. Providers and health plans are

already collaborating and consolidating to address these challenges and opportunities. So, why should we? There are clear benefits of sharing the cost of non-duplicative IT, data analytics, business intelligence and clinical decision support related to our clinical transformation. In addition, our collaboration enables us to spread the actuarial risk of value-based purchasing contracts and enhance competitiveness for state wide payer contracts.

LCIN	Local CIN July Update
Bronson Healthcare Group	<ul style="list-style-type: none"> Continuing CIN education with the LCIN Development Steering Committee Held high level conversations about contracting strategy and network structure
Covenant HealthCare	<ul style="list-style-type: none"> Education of Local CIN employed and independent physicians completed Evaluation of Post-Acute Care facilities to develop a preferred provider network of facilities
Henry Ford Allegiance Health	<ul style="list-style-type: none"> Final 2015 incentive payments in process Education to Jackson Health Network (LCIN) on MACRA/MIPS
Lakeland Health	<ul style="list-style-type: none"> All three hospitals have signed on with the FCN ACO. This includes 92 PCPs and 149 specialists – 88% of Lakeland PHO providers. Rolling-out provider quality dashboards
MidMichigan Health	<ul style="list-style-type: none"> LCIN Development Committee has been formed with work facilitated by Navigant Recently affiliated with Alpena Regional Medical Center
Sparrow	<ul style="list-style-type: none"> 18 months since the implementation of Sparrow Care Network (LCIN) Physician Performance Dashboards have been implemented to monitor performance and monitor patients with unmet needs.

What is the value for physicians?

When it comes to describing the value of a CIN for physicians, Dr. Mayer says it most simply, "Better Care, More Patients, Better Pay."

1. Through best practices and care management, physicians can provide better care for patients
2. Members will have access to data, tools and services across the network
3. Physicians are rewarded for quality, cost and care coordination
4. We will be a leader in regional and statewide healthcare

Federation ACO

What is an ACO?

An Accountable Care Organization (ACO) is a groups of doctors, hospitals and other healthcare providers, who come together voluntarily to give coordinated high quality care to their Medicare patients. Bronson, Covenant, Henry Ford Allegiance Health, Lakeland Health and Sparrow 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.

How will the Federation ACO reinvest with participants?

The Federation ACO intends to share the savings resulting from its participation in the Medicare Shared Savings Program with its contracted ACO participants, using a

distribution methodology that rewards each ACO participant's contribution to overall cost savings, performance on the program's measures of quality and patient experience, and their adherence to the ACO's participation requirements.

What has the Federation ACO accomplished so far?

On July 14 the Federation ACO Board of Managers met for the first time to accept the Operating Agreement and approve officers. With over 400 primary care physicians and over 800 subspecialists, the Federation ACO is expected to be one of the largest ACOs in the nation.

The application to the Center for Medicare and Medicaid Services (CMS) for Federation ACO/Medicare Shared Savings Program

participation was submitted on July 28 and we expect approval from CMS by October 2016.

Federation ACO officers

President	Dr. Bill Mayer
Medical Director	Dr. Ken O'Neill
Chairman	Dr. Ron Gonzales
Vice Chairman	Dr. Matthew Dommer
Secretary	Dr. Ken O'Neill
Treasurer	Dr. Harman Nagler
Compliance Officer	Dr. Harman Nagler
Data Use Agreement Custodian	Dr. Michael Slavin
IT Contact	Dr. Ash Goel

Leadership Retreat

The Federation Care Network hosted its inaugural Leadership Retreat on June 23, 2016 in Kalamazoo. Approximately 200 physicians, clinicians executives and managers from across the state attended the day-long event.

Retreat Objectives

The retreat had four main objectives and we asked our participants in a survey if they thought we accomplished those goals. See objectives and results below.

1. Learn why the Federation is important and what we intend to achieve (100%)
2. Provide input on the Federation strategic plan (93%)
3. Share member best practices in population health (100%)
4. Build relationships to enable successful collaboration (98%)

- Best-practice sessions
- Learning from other organizations
- Networking with leaders and physicians across the Federation
- Promoting a spirit of collaboration

We also received some great feedback on what we can improve on for the next retreat.

- Focusing more on Federation progress than background of a CIN
- Providing handouts ahead of time
- Bringing in a national speaker
- Scheduling more time for networking
- Moving retreat to a more central location (Lansing)
- Creating a contact list with names, titles and roles within the Federation

This was the first time members from all six organizations met, networked and

collaborated as a unified body. The feedback from the day was great and we look forward to similar events in the future.

93%

Percentage of surveyed participants agreed that the retreat exceeded their expectations.

100%

All surveyed participants would attend a similar event in the future.

200

Number of executives, managers, physician and clinicians who attend the Leadership Retreat.

What Participants Liked Best

Participants were also encouraged to give us written feedback on the retreat. When asked "What did you like best about the retreat?" a few key themes were identified as most valuable:

New Team Members



Please welcome **Jennifer Houttiekier** to the FCN as the **Director of Clinical Integration**. Jennifer comes to us from Spectrum Health and has a unique and impressive background in clinical integration.

Her expertise include process improvement, workflow/practice redesign, clinical integration, ACO readiness, quality and analytic design, lean, team building, clinical nursing, project management and physician relationship management.

Jennifer was recruited to create and build one of Michigan's first clinically integrated networks - Jackson Health Network. She directed the clinical program development functions for the Network, which included 435 physician partners. During Jennifer's time at Spectrum Health and Jackson Health Network, she was able to develop and successfully implement several quality

initiatives and policies that directly affected patient care in the community setting.

Before her involvement with building local clinically integrated networks, Jennifer worked clinically in both the ambulatory and inpatient settings with a focus on two general specialties: post-surgical recovery for liver, kidney, and pancreas transplant patients as well as experience with acute and chronic kidney failure patients. Jennifer has a Bachelor of Science in Nursing from Spring Arbor University.



Also welcome **Katy Velten** to the FCN as **Manager of Communications**.

Katy comes to us from Stryker Corporation where she spent 15 years in various operations, human resource and communication roles. In her new position she will work closely with the Communications and Education Committee to create and implement a communications

strategy and plan for the Federation Care Network. Katy will be specifically responsible for the engagement of, education and communication with all of the Federation's key stakeholders across the six organizations.

Katy is a graduate of Michigan State University with a Bachelor of Arts in Political Science and German. During her tenure at Stryker, Katy spent two years living and working in Freiburg, Germany. In her most recent role, she was responsible for the communication project management for various acquisitions, the launch of an enterprise resource planning system and strategic planning communications for the local division.

In addition to Katy's professional responsibilities, she also serves on the Board of Directors for the Kalamazoo Singers, mentors with Southwest Michigan First and is currently pursuing her Master's in Communications from Western Michigan University.

July 28 Board Meeting

The Federation Board of Managers met on July 28 in Lansing for their monthly board meeting.

Highlights include:

- Approval of ACO President, initial shared savings plan, operating agreement and capitalization
- Approval of the *Year 1 Clinical Integration Program* proposed by the Clinical Transformation Committee (CTC)
- Discussion around the name recommendations the Communications and Education Committee brought to the Board of Managers. The Board will reconvene in August to discuss further

BOARD OF MANAGERS

Dennis Swan, Chair – Sparrow
Loren Hamel, MD, Vice Chair - Lakeland
Diane Postler-Slattry, Secretary, - MidMichigan Health
Bill Mayer, MD, President and CEO
Georgia Fojtasek, RN, EdD – Henry Ford Allegiance Health
Ray King, MD – Henry Ford Allegiance Health
Frank Sardone – Bronson Healthcare
Robert Isacksen, MD – Bronson Healthcare
Kevin Albosta – Covenant HealthCare
Michael Slavin, MD – Covenant HealthCare
Ken O’Neill, MD – Lakeland Health
Madhura Mansabdar, MD – MidMichigan Health
Harman Nagler, MD - Sparrow

Committee Responsibility and Accountability

Clinical Transformation Committee (CTC)

Chair: Amy Schultz, MD, MPH – Henry Ford Allegiance Health

The CTC builds off of the Clinical Integration (CI) definition to create a structured collaboration among physicians and hospitals designed to improve the quality and efficiency of healthcare. It has been tasked with defining the Federation’s population health management infrastructure, with emphasis on the clinically integrated programs and transformation initiatives. The CTC’s scope of work includes refinement of population health analytics, prioritization of clinical transformation initiatives and development of corresponding execution plans, including resource identification and process design. In addition, temporary Initiative Sub-Committees (ISCs) may be convened to support the work of specific initiatives.

Clinical Transformation Support Team (CTST)

Chair: Marijo Snyder, M.D., F.A.C.O.G - Bronson

The CTST supports the work of the Clinical Transformation Committee with data

standardization, collection, analysis, and validation. The CTST is tasked with creating common definitions among all Participants, developing analytics, and identifying process and outcomes measures for evaluating effectiveness of initiatives.

IT & Business Intelligence Committee (ITC)

Chair: Pankaj Jandwani, MD - MidMichigan Health

Vice-Chair: Renee Hoyt - Sparrow Health

The ITC works with the CTC and CTST to identify and prioritize short and long-term IT infrastructure needs to enable Federation clinical initiatives. The ITC will be tasked with defining the Federation’s information technology and business intelligence requirements, determining its build or buy strategy, and facilitating the selection process of any external vendors.

Communications & Education Committee (CEC)

Chair: Larry Daly - Covenant HealthCare

Vice-Chair: Megan Yore – Lakeland Health

The CEC has been tasked with disseminating information to the Federation network, including patients and providers. It will work closely with the CTC to educate Federation

providers on the Federation’s clinical priorities and evidence-based guidelines. It will also be responsible for beneficiary communication and education, including notice of the right to maintain provider choice and the right to opt out of data sharing.

Contracting & Finance Committees (CFC)-CIN Only

Chair: Lowell Hamel, MD – Lakeland Health

The CFC is developing and will facilitate implementation the Federation’s SCIN contracting strategy with private health plans. It will also take accountability for managing the flow of funds from contracts between the Local Chapters, including the distribution of any incentive or infrastructure funds given to the Federation. It is intended that the ACO Board will develop, monitor, and oversee the distribution model associated with the Medicare Shared Savings Program.

Questions or Suggestions?

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