



A HEALTHY MICHIGAN AT AN AFFORDABLE COST

# Affirmant Health Partners Newsletter

## October 2016

## Message from the CEO

Dear Colleagues,

On Friday, September 29, I exited the elevator on the 10<sup>th</sup> floor of the Sparrow Tower into the Neurosciences Unit. In the conference room opposite the nursing station, more than 20 representatives of our member organizations were gathering to map out how to deliver reliable and valid measures of our performance within a mere four months.

The room was buzzing with energy, conversation and anticipation. Clearly, a sense of camaraderie had already begun to develop among the physicians, CIOs, IT and data analysts, and quality and safety experts in the room. This critical meeting of the IT/BI Committee, Analytics Work Group, was called to order by the Chair, Renee Hoyt, of Sparrow, and immediately dove into an ambitious agenda. Two vendor presentations later, the team was fully engaged in a lively give and take about measures and data sources—asking questions of each other, sharing capabilities and shortcomings, and offering ideas for how to contribute to our collective success.

Matt Hussmann spoke about how Henry Ford Health System has written SQL code to produce many of the National Quality Forum (NQF) measures of interest to the group. Another work group member boldly asked,

“Would you be willing to share your code?” An awkward silence fell over the group as Matt paused before answering. I was concerned we had reached the limits of the group’s commitment to teamwork. I needn’t have worried. Matt smiled and answered “Sure! That’s fine with me!” “Thank you!” reverberated around the room.

Minutes later, speaking about Lakeland’s use of the NQF definition of Ambulatory Care Sensitive Admissions, Mike Getty didn’t wait to be asked to share. “If you like, we would be happy to share our code for the measure,” he offered. I was inspired! Here was a group from across Affirmant Health Partners members, together for barely one month, leading by example in bringing our mission to life—*partnering with colleagues in high-performing teams to continuously improve health and the healthcare experience at the lowest possible cost*. I wished you could all have seen and heard this group at work. With this degree of commitment to teamwork across Affirmant Health Partners, I have no doubt we will be successful in clinically integrating to achieve a healthy Michigan at an affordable cost.

I would love to hear from you about other stories you may have about examples of high-performing teamwork among our Affirmant Health Partners colleagues.

Thank you for all your ongoing contributions to our exciting work together.

Warm regards,

Dr. Bill Mayer  
President and CEO

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#### [Analytics Workgroup - Collaboration Win!](#)

Collaboration is the key to moving our work forward.

#### [Spectrum Health Joins Affirmant Health Partners](#)

With the addition of Spectrum, we are the largest Super CIN in the state.

#### [Epic Meeting](#)

Epic Systems’ president meets with Affirmant Health Partners leadership.

#### [BCBSM Bundled Payment Program](#)

BCBSM is offering a bundled payment program for Total Joint Replacement.

#### [Why Our Work Matters](#)

There is a burning platform for why we are clinically integrating.

#### [High Performing Teams](#)

Member systems from around the state are coming together to support Affirmant Health Partners.

#### [2016 -Finish Strong](#)

Mapping out how we can finish the year strong.

#### [SharePoint Update](#)

SharePoint is getting a make-over.

# Analytics Workgroup - Collaboration win!

One of our core values is *transforming healthcare through data driven decision-making*. Having an IT and BI structure that can support, gather, calculate and distribute our data is imperative to the success of Affirmant Health Partners. It is the foundation of the work we are trying to achieve together. It is not, however, an easy task.

Twenty-one leaders from all of our member chapters came together on Friday, September 30, in Lansing for an intense three-hour session to work out the details of how we will move forward as a unified team to address our IT/BI opportunities.



As a collective group they were able to make great gains. Highlights include:

- Defined measures to be used by all member systems
- Created and recommended a measures scorecard
- Identified 18 metrics for reporting for all patients, regardless of insurance status
- Defined characteristics of patients from whom measures will be pulled
- Identified specific metrics that will be gathered from all seven systems for chronic disease and post-acute care, and pharmacy measures that will be phased in at a later date

Our work on IT and BI is just beginning but under the leadership of this all-star team, it will no doubt be great. Next steps:

- Create a structure on SharePoint where the Analytics team can store, share, build and report measures including SQL code and data definitions by organization
- Build-out our ACO IT/BI strategy
- Define chronic disease, pharmacy and post-acute care metrics for future phases

# Spectrum Health joins Affirmant Health Partners

On September 28, we announced the membership of Spectrum Health in Affirmant Health Partners. Spectrum Health is the provider of choice in Grand Rapids and the surrounding areas and will be a great addition to our network.

With the newest addition to Affirmant Health Partners, we are now the largest super clinically integrated network in the state.

Spectrum Health is a not-for-profit health system, based in west Michigan, offering a full continuum of care through the Spectrum Health Hospital Group. The Hospital Group is comprised of 12 hospitals, including Helen DeVos Children's Hospital; 180 ambulatory and service sites; more than 3,400 physicians and advanced practice providers, including about 1,400 members of the Spectrum Health Medical Group; and Priority Health, a health plan with about 738,500 members.

## Affirmant Health Partners:

By the numbers

- 7 health systems
- 6000 physicians
- 33 acute-care hospitals
- 30% of inpatient discharges in Michigan



Do you have a story to share?  
Contact [Katy Velten](#), Manager of Communications

# Epic Meeting

Through the work and connections of Dr. Loren Hamel, president and CEO of Lakeland Health and Vice-Chair of the Affirmant Health Partners Board of Managers, Affirmant leaders met in Kalamazoo with Carl Dvorak, president of Epic Systems to discuss our journey and how Epic can support our work.

With Epic as the electronic health record partner of choice for all of our member systems, our Information Technology and Business Intelligence (IT/BI) Committee Centralization Work Group thought it important to explore the potential for Epic to meet our data needs as a Super CIN. We shared our story with Carl and his team and learned from them about Epic’s current and soon to be launched capabilities. As a follow up to the meeting, our IT/BI Committee will be considering an Epic proposal for how we might work together to advance our Affirmant Health Partners strategy.



Carl Dvorak, President of Epic Systems

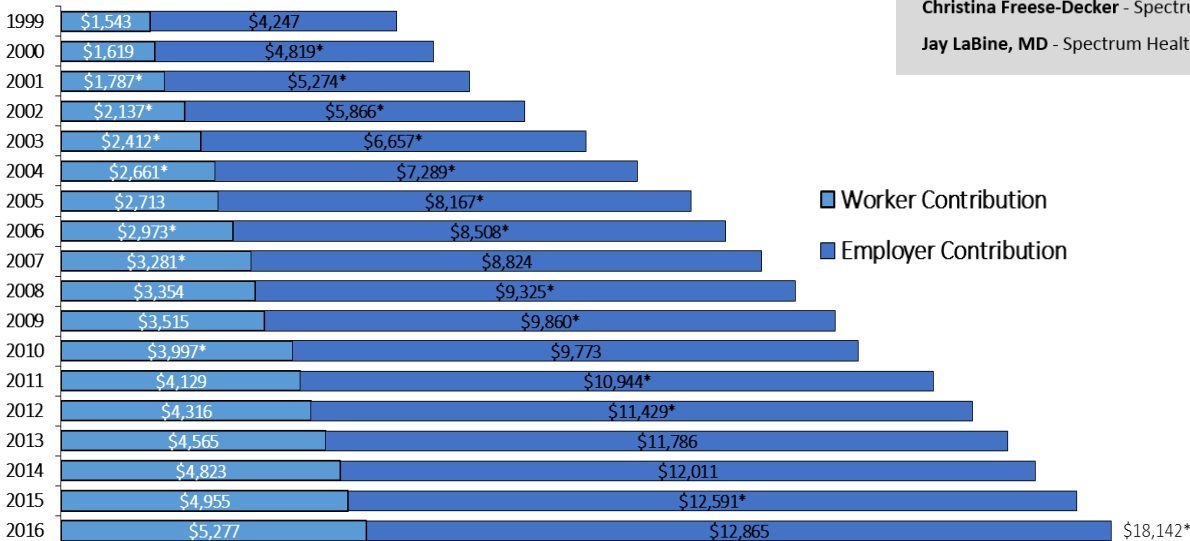
IT/BI Centralization Work Group and Board Members who participated in the Epic discussion: Dr. Pankaj Jandwani (MidMichigan Health), Renee Hoyt (Sparrow Health), Paul Peabody (Bronson Healthcare), Julia Swanson (Henry Ford Health System), Matt Hussman, (Henry Ford Health System), Dr. Loren Hamel (Lakeland Health), Frank Sardone (Bronson Healthcare) and Dr. Bill Mayer (Affirmant Health Partners).

# Why our work matters

Healthcare costs have been shifting to providers and patients. The Kaiser Family Foundation has just released the 2016 average annual premium for employer sponsored health insurance. The amount that families are paying each year for health insurance is growing at a rate faster than workers’ wages and inflation. According to the Kaiser Family Foundation, in 2016 the average annual premiums are \$6,435 for single coverage and \$18,142 for family coverage. The average family premium rose 3% over the 2015 average premium. Workers’ wages increased 2.5% and inflation increased 1.1% over the period. Premiums for family coverage have increased 20% since 2011 and 58% since 2006.

We have known for quite some time that this trend is not sustainable. It has been our mission over the last 18 months to address these issues of cost. What we know is that larger scale is necessary to share infrastructure investments and spread financial risk. 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.

## Average annual worker and employer contributions to premiums and total premiums for family coverage, 1996-2016



\*Estimate is statistically different from estimate for the previous year shown (p < .05).

SOURCE: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 1999-2016.

## Affirmant Health Partners BOARD OF MANAGERS

- Dennis Swan**, Chair – Sparrow Health
- Loren Hamel, MD**, Vice Chair – Lakeland Health
- Diane Postler-Slattery**, Secretary - MidMichigan Health
- Ray King, MD**, Treasurer – Henry Ford Allegiance Health
- Bill Mayer, MD**, President and CEO – Affirmant Health Partners
- Frank Sardone** – Bronson Healthcare
- Robert Isachsen, MD** – Bronson Healthcare
- Kevin Albosta** – Covenant HealthCare
- Michael Slavin, MD** – Covenant HealthCare
- Wright Lassiter, III** – Henry Ford Health System
- Ken O’Neill, MD** – Lakeland Health
- Madhura Mansabdar, MD** – MidMichigan Health
- Harman Nagler, MD** – Sparrow Health
- Christina Freese-Decker** – Spectrum Health Hospital Group
- Jay LaBine, MD** - Spectrum Health

# High Performing Teams

The success of Affirmant Health Partners would not be possible without the collaboration of our members and their high performing teams. Outside of the work that each member system is doing within their local clinically integrated networks and involvement on various committees, they are also going above and beyond to help support and insure the success of our network. Your work has not gone unnoticed and we thank you for being great partners!

Do you know of someone doing great work to move our network forward? Please take a moment to [recognize](#) a team member or chapter.



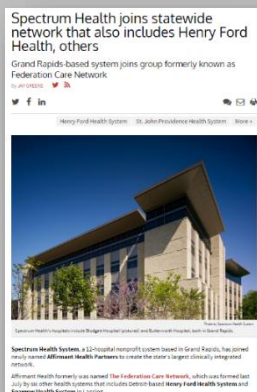
# 2016 - Finish Strong

Before we know it, the cold weather will be upon us and we will be making plans for 2017. As we start to gear up for the New Year it is important to think about the commitments we have made for 2016. Here are some of the things we are thinking about at Affirmant Health Partners:



- Three of our health systems are standing up their local clinically integrated networks: Bronson Healthcare, Covenant HealthCare and MidMichigan Health. By year end, we expect they will be FTC-compliant.
- Now that Affirmant Health Partners is up and running, our consultants, Navigant will start to transition out of the day-to-day work.
- Contracting discussions continue with our prospective health plan partners. We are hoping to have an agreement on a Medicare Advantage contract by the end of the year and will turn our focus to commercial and new product collaboration immediately thereafter.
- IT and BI committees are up and running and now they are focused on building our initial infrastructure and supporting our data needs beginning in January 2017.
- The branding guidelines and "look and feel" for Affirmant Health Partners will be unveiled by year end.
- We expect to receive approval for Medicare Shared Savings Program participation of our ACO in the coming months.

Affirmant Health Partners has had a lot of great coverage lately. Check out more about our press around the state and watch Bill Mayer's video blog.



## COMMUNICATIONS

# SharePoint Update

Over the next few months, you will start to see some updates to our current SharePoint site. We want to make this a collaboration space for our member systems. Bronson Healthcare has offered IT resources to streamline and update our current SharePoint site so it is more user friendly.

Meanwhile, if you would like assistance in accessing our SharePoint site, please contact [Shannon Conley](#).

