



Managed Transitions Case Study – Building A National Accountable Care Organization

Client Description

A Newly formed high growth Managed Care Managed Services Organization with a national accountable care network of providers. Created and staffed operations infrastructure to support Population Health Management Organization (PHMO) business operations, including sales team, Information Technology, data analytics and care management.

Precipitating Event

Organization spun out of a multispecialty physician group, and business model needed to grow from a regional to a national scale. Governance and Operating structures needed to be put into place to actualize the vision.

Executive Management

- Established Executive Management Structure: CEO/ President/ COO/ CFO/ General Counsel and Medical Officer
- Established secondary management level: CIO/ CDO/CNO and Coding Director
- Created and built a national implementation team, overseen by a Program Management Office (PMO) that process mapped/tracked/coordinated/oversaw and reported for all phases of business development and implementation activities including; business development, contracting, IT implementation and data acquisition targets/progress, medical director oversight of client risk pool activities/progress, development of provider educational curriculum and delivery (electronic/webex), Care Coordination, Nurse Practitioner wellness visits, documentation and quality audits, Health Coach pilots, etc.
- Developed and executed a national ACO strategy and aggregation of a large national PCP network (5000 PCPs). The team initiated two MSSP ACO's, and managed several fully delegated Medicare Advantage and a commercial global risk contract; across 11 states

Financial

- Attained \$57 million topline for 2014 (nearly tripling revenue in 2 years)
- Client ACO in its year 1 of operation achieved a 6% TME savings of \$10 million on 22,000 beneficiaries
- Clients fully delegated Medicare Advantage plans and Blue Cross AQC plans continually achieved best practice performance
- Initiated acquisition of a clean insurance shell (48 state and DC license)
- Pursued capital for company expansion with a strategic partner investor



Impact

- Implemented software for managing business operations
- Implemented SAAS proprietary population health management software tool to present a point of care oriented risk pool specific longitudinal information and analytics to contracted providers
- Implemented a private HIE on a national scale to facilitate data acquisition from providers/payors, health exchanges, hospital information systems, and physician practice EMR's.
- Built out data warehouse
- Developed an IT integration team who built interfaces to the HIE (both sides) to disparate EMR/HIS/Payor/SNF etc. platforms across the continuum of care on a risk pool specific basis
- Developed a physician practice support services line of business