Banner Health at a Glance

- 23 Acute Care hospitals in 7 states
- Banner Medical Group with 923 providers
- Banner Health Network with 250,000 members
- Behavioral hospital
- Home care services
- Outpatient surgery
- $4.8B revenue
- 76% of revenue from Arizona
- 36,100 employees
Why did Banner Health decide to form an Accountable Care Organization?
Current state of healthcare
Drivers of Change: Changing Health Care Landscape

• Health Care Reform Evolution
  – CMS estimates of 11,000 new beneficiaries daily
  – ACO regulations
  – Expanded bundled payment pilots

• Arizona State Budget
  – AHCCCS Impact

• Commercial Payer Changes
  – Affordability concerns (less than 50% of employers offer health insurance)
  – Increased levels of value transparency to inform consumers
  – Need to do managed care 2.0 the right way
Banner Health Network

What is Banner Health Network (BHN)?
- It is a network of providers and payers (Medicare, Medicaid, Commercial, etc.) who together have accountability for managing and improving the health of a defined group or population.

Who Is Banner Health Network?
- The Banner Health Network is an Arizona patient care and business partnership between Arizona Integrated Physicians (AIP), Banner Medical Group (BMG), Banner Physician Hospital Organization (BPHO), and Banner Health. BHN currently has more than 2,700 private practice and employed physicians located in the Phoenix metro area. BHN currently manages 200,000 members in risk based and sharing savings programs. It is anticipated between 500,000 – 750,000 individuals in Arizona will be served by BHN by 2015.
Banner Health Network
(value based model)

Healthcare Purchasers
- Medicare
- Medicaid
- Commercial
- Exchanges
- Employers

BHN (non-profit)

Revenue Models
- Banner Health
  - Acute
  - Ambulatory
- Banner Medical Group
- Affiliated Physicians
  - Skilled Nursing
  - Pharmacy
  - Behavioral Health

Continuum-Based Services and Care Delivery
Banner Health Network
Payer Strategy Objectives

• Develop models for Commercial, Medicare and Medicaid to create a similar value proposition across all market segments

• Align economics with quality, service and patient experience: create a new value proposition

• Leverage new models as a competitive differentiator
  – Lower administrative costs
  – More efficient on existing populations
  – Attract new populations
ACO Critical Success Factors

- **Quality**
  - Top quality (measured by NQF, CAHPS, NCQA, MU Core Measures)
  - Coordinated patient experience
  - Standard models of care (evidence-based where applicable)

- **Technology**
  - Technology alignment and adoption (EMR, HIE, Portals, BI Tools)

- **Leadership Culture**
  - High engagement (culture of improvement, learning and accountability)
  - Physician leadership to drive engagement
  - Physicians and Banner partners

- **Coordinated Care**
  - Sharing of data between all parties to improve care and lower cost
  - Broad geographic distribution and appropriate specialty accessibility and availability

- **Low Cost Care**
  - Cost effectiveness (clinical and administrative)
Our Challenges

- Culture is built upon acute care
- Cultural integration across continuum of care
- IT infrastructure across continuum
- Funding resources
- Balance between volume-based and value-based models
- Beneficiary engagement
Population Health Management

1) Care Transition Model
   - Hospital
   - Specialty Care
   - Invasive Care
   - Etc.

2) Health Homes
3) Chronic Care Management
4) Embedded CM

Healthy Person → Continued Health

Chronic Disease
   • PCP
   • Specialist
   • Care Mgmt.
   • Etc.

Successful Management

Acute Episode
   • Hospital
   • Specialty Care
   • Invasive Care
   • Etc.

Post Acute Care
   • Rehab
   • SNF
   • Etc.
Case Management Model

Patient Acuity

5%
15%
80%

Resource Demand

Case Management
Chronic Care
Preventive Services

Banner Health Network
Case Management Model

- ASSESS
- PLAN
- IMPLEMENT
- MONITOR
- COLLABORATE
- EVALUATE

Client Centered
Provider Focused
Data Driven
Team Based
Social Support
Resource Stewardship
Navigation

Banner Health Network
The Case Management Team

Case Manager
- Case Finding and Risk Stratification
- Care Coordination and Oversight
- Transition Planning
- Resource Management and Stewardship
- Patient/Family Education
- Mentor ship for the Healthcare team

Social Worker
- Crisis Intervention
- Psychosocial Assessment
- Transition Planning
- Behavioral Interventions
- Patient/Family Support
- Liaison to Payer/Regulator

Case Management Assistant
- Navigation and appointment follow up
- Supports care coordination
- Supports transitions
- Supports clerical functions
Case Management Process

Client Identification & Selection

- Identification of clients that would benefit from case management
- Begins with the completion of the case selection and intake into case management and occurs intermittently as needed throughout the case

Development of Plan of Care

- Establishes goals of the intervention and prioritizes the client's needs, determines the types of services and resources that are available to address goals and desired outcomes

Implementation

- Put plan into action, collaborate with providers and coordinate care activities

Evaluation

- Involves the evaluation of the client's status and goals and the associated outcomes. Brings closure to process as client obtains goals

Process is consistent regardless of Practice Setting
Case Management Practice
Settings

Acute & Sub-acute Case Management
- Hospital based case management
- SNF and Rehabilitation based case management
- Telephonic case management
- Home based case management

Office Based Case Management
- Physician office based case management

Specialty Based Case Management
- Maternity, Infertility, ESRD, Clinic without Walls, IAC, Palliative care

Support Services
- Utilization Management
  - Status verification, resource stewardship, prior authorization and concurrent review
- Social Services
  - Psychosocial, behavioral, financial, legal and ethical health issues
- Case Management Assistance
  - Navigation & Health Coach
  - Clerical support
- Condition Management
  - Coaching
  - Education
- Registry and data management
The Road Ahead?