



Montefiore

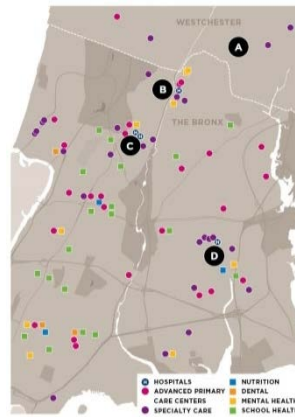
THE UNIVERSITY HOSPITAL FOR
ALBERT EINSTEIN COLLEGE OF MEDICINE

Montefiore's Population Health Management Services

October 23, 2015



Albert Einstein College of Medicine
OF YESHIVA UNIVERSITY



Montefiore
THE UNIVERSITY HOSPITAL FOR
ALBERT EINSTEIN COLLEGE OF MEDICINE



Montefiore
HomeCare

CMO

MONTEFIORE CARE MANAGEMENT

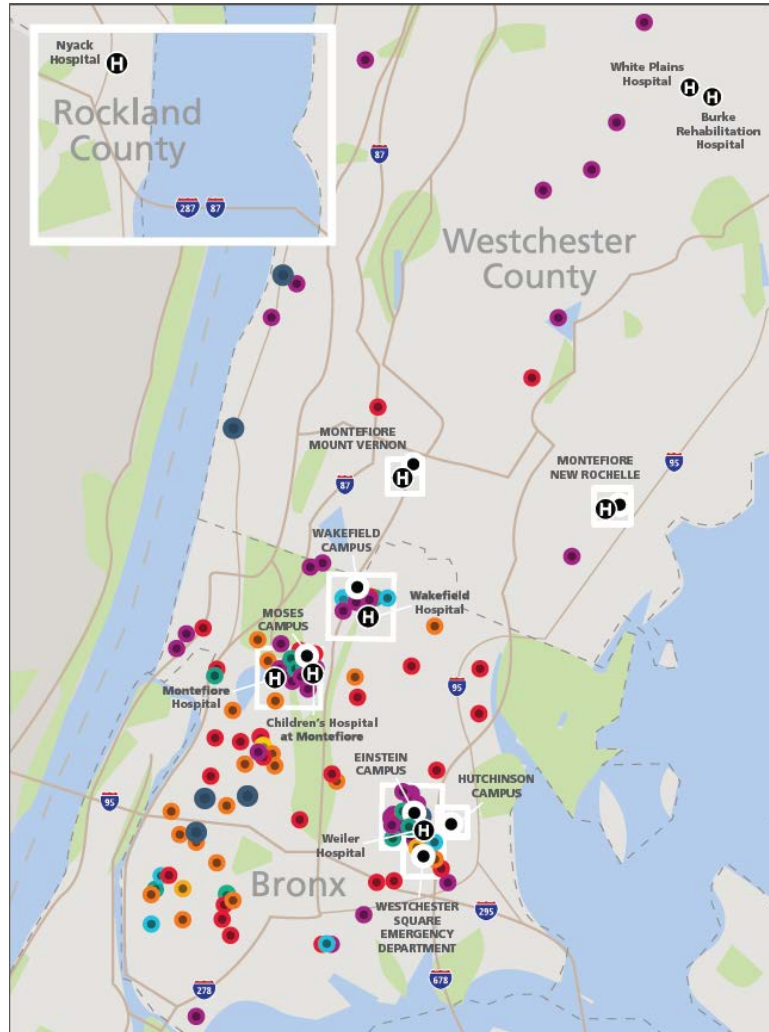
Montefiore IT

INFORMATION TECHNOLOGY

Montefiore | School of Nursing

Schaffer Extended Care Center

Integrated Delivery System



Our Locations

3,092 Acute Beds Across 10 Hospitals

- Including 132 beds at the Children's Hospital at Montefiore (CHAM)
- 86 NICU/PICU beds

150 Skilled Nursing Beds

Over 190 Sites Including

Hutchinson Campus – Hospital without Beds

1 Freestanding Emergency Department
First in New York State

68 Primary Care Sites

- 21 Montefiore Medical Group Sites
- 23 School Health Clinics

16 Mental Health/Substance Abuse Treatment Clinics

73 Specialty Care Sites

- 3 Multi-Specialty Centers
- 4 Pediatric Specialty Centers
- 12 Women's Health Centers

10 Dental Centers

5 Imaging Centers **Montefiore**

THE UNIVERSITY HOSPITAL FOR
ALBERT EINSTEIN COLLEGE OF MEDICINE

Montefiore IPA & CMO

Montefiore IPA

- Formed in 1995
- MD/Hospital Partnership
- Contracts with managed care organizations to accept and manage risk
- 3,900 providers
 - 2,700 physicians
 - 2,000 employed
 - 600 PCPs



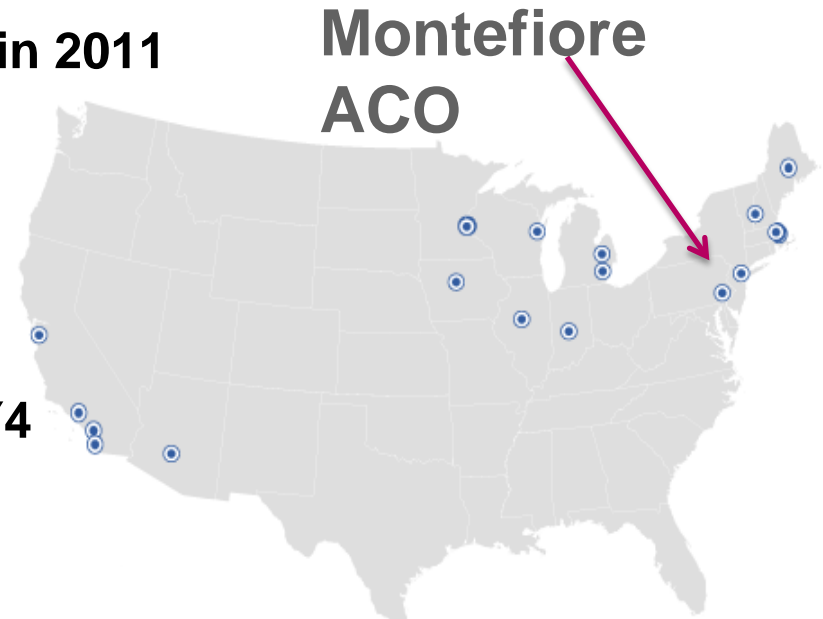
- Established in 1996
- Wholly-owned subsidiary of Montefiore Medical Center
- Performs care management delegated by health plans as well as other administrative functions, (e.g. claims payment, credentialing)
- Over 1,200 staff

Current Value-Based Payment Arrangements

Source	2015 Population	2015 Est. Revenue
Risk Contracts	221,000	\$1,323M
Shared Risk	115,000	\$437M
Pioneer ACO	41,700	\$911M
Medicaid Health Home (Care Coordination)	10,000	\$18M
Under Negotiation	17,500	-
Totals	405,200	\$2,7M

Pioneer ACO Overview

- **One of original 32 selected by CMS in 2011**
- **Only one in New York State**
 - Montefiore plus 5 other hospitals, 3 FQHCs
 - 3,400 physicians
- **49,000 attributed beneficiaries in PY4**
 - ~15,000 duals
 - Estimate that 9% = 55% of spend
- **Most financially successful Pioneer ACO in PY1, PY2 and PY3—\$65 million savings to Medicare**
 - Montefiore ACO share: \$35 million

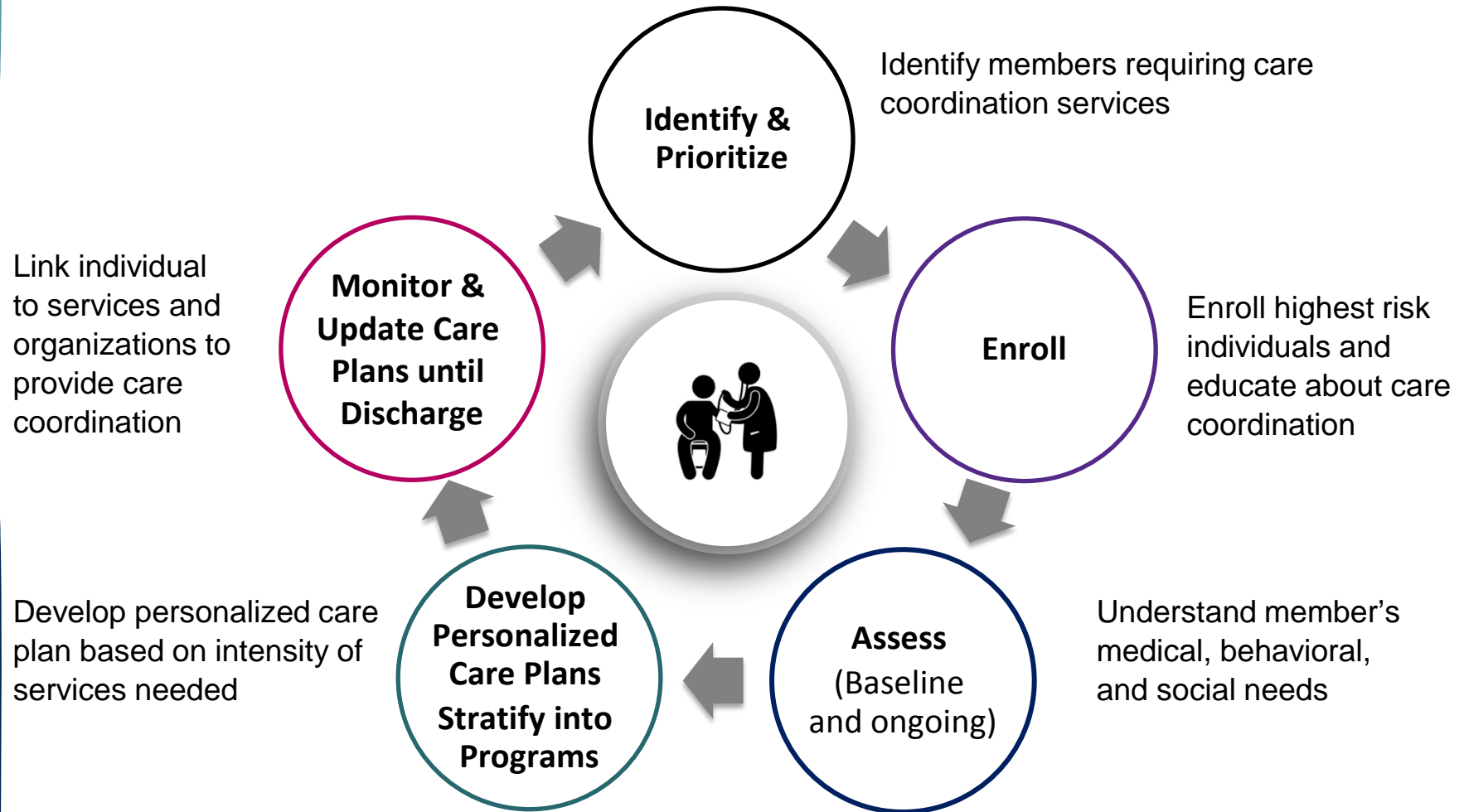


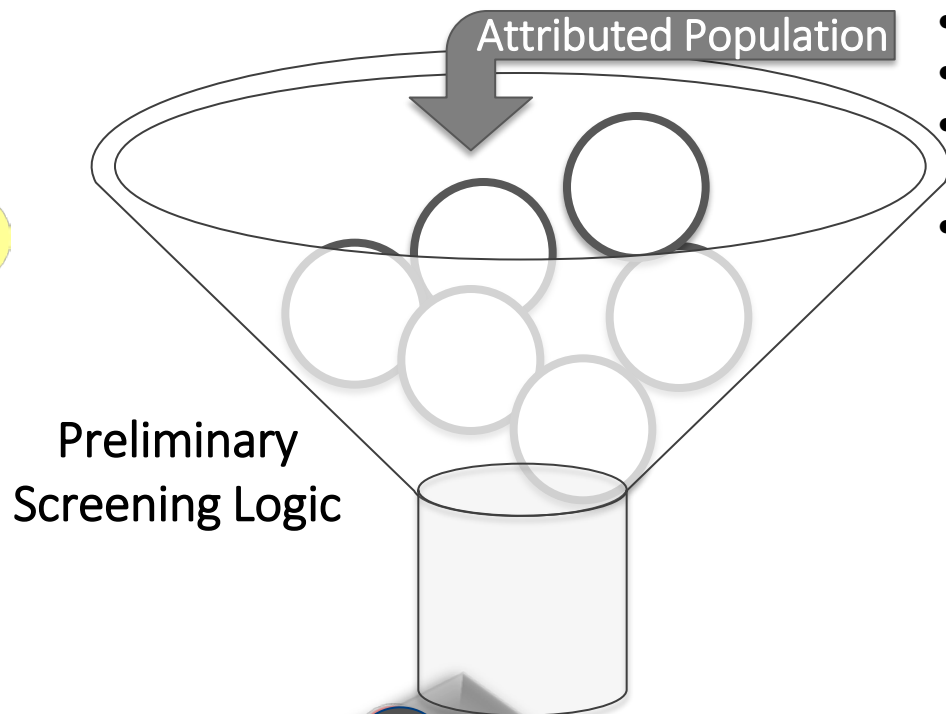
Source: Centers for Medicare & Medicaid Services



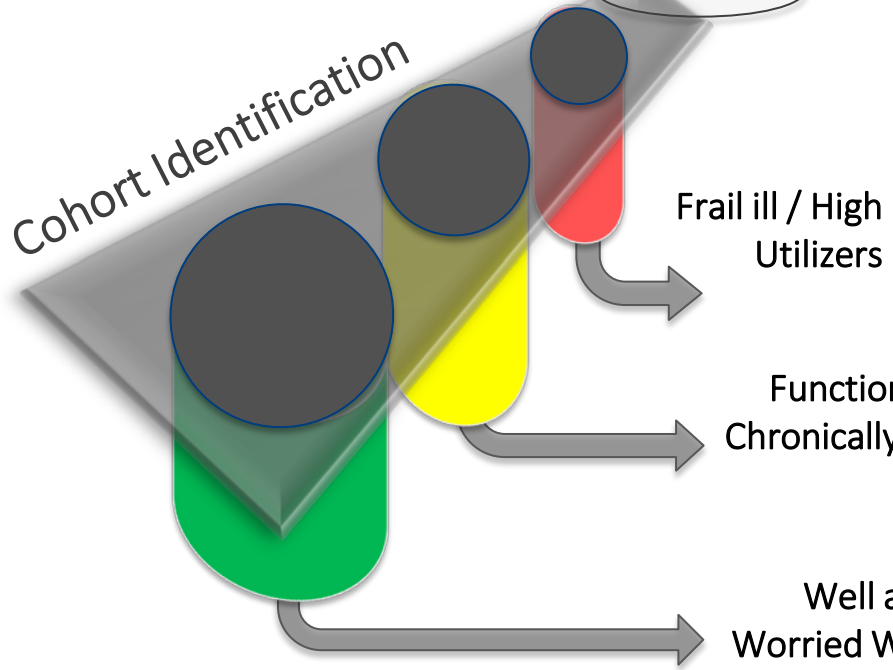
Our Population Health Management Model: *Care Guidance*TM

Care Guidance™ Process Lifecycle





- Data Mining
- Provider Referral
- Sentinel Events (e.g., Post-Discharge)
- Self-Identification



Care Management Intensity

- High**
 - Intensive, complex case management
 - Palliative Care
- Medium**
 - Targeted health education and interventions
 - Self-management / empowerment
- Low**
 - Members access information, as needed

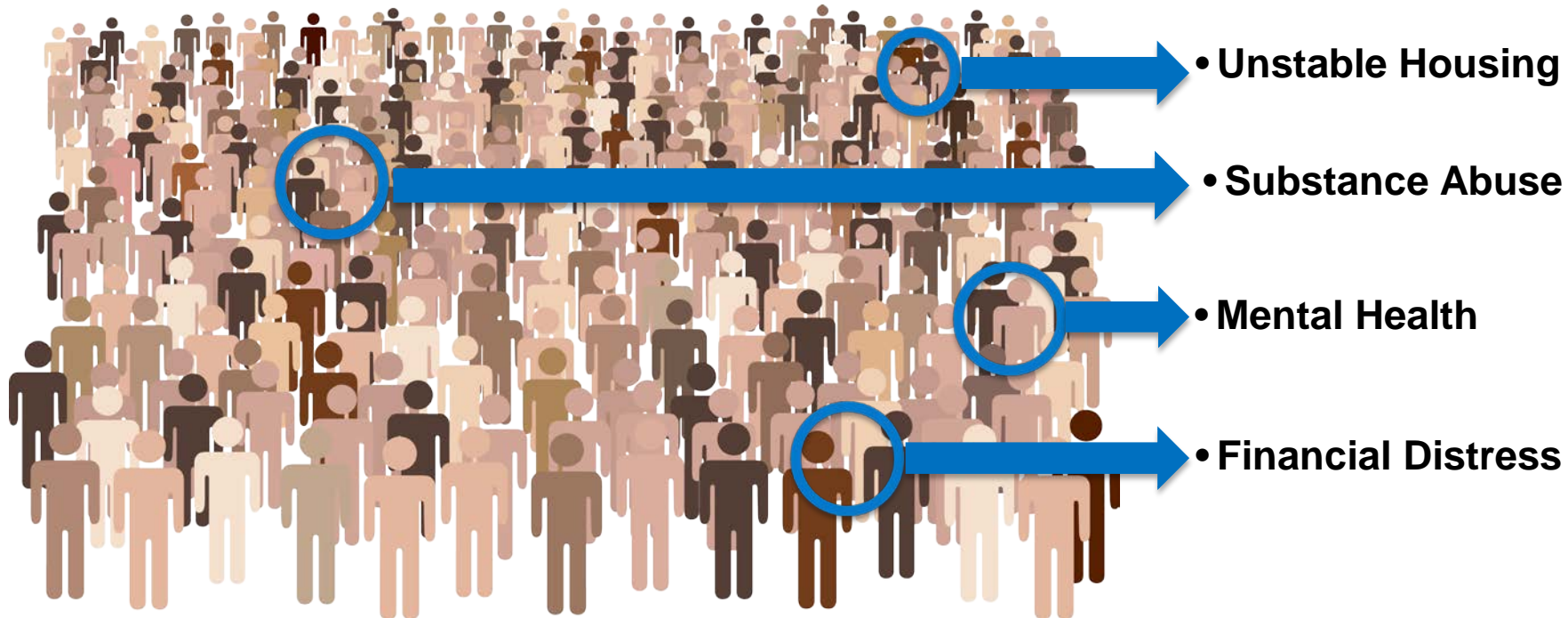
Assessment



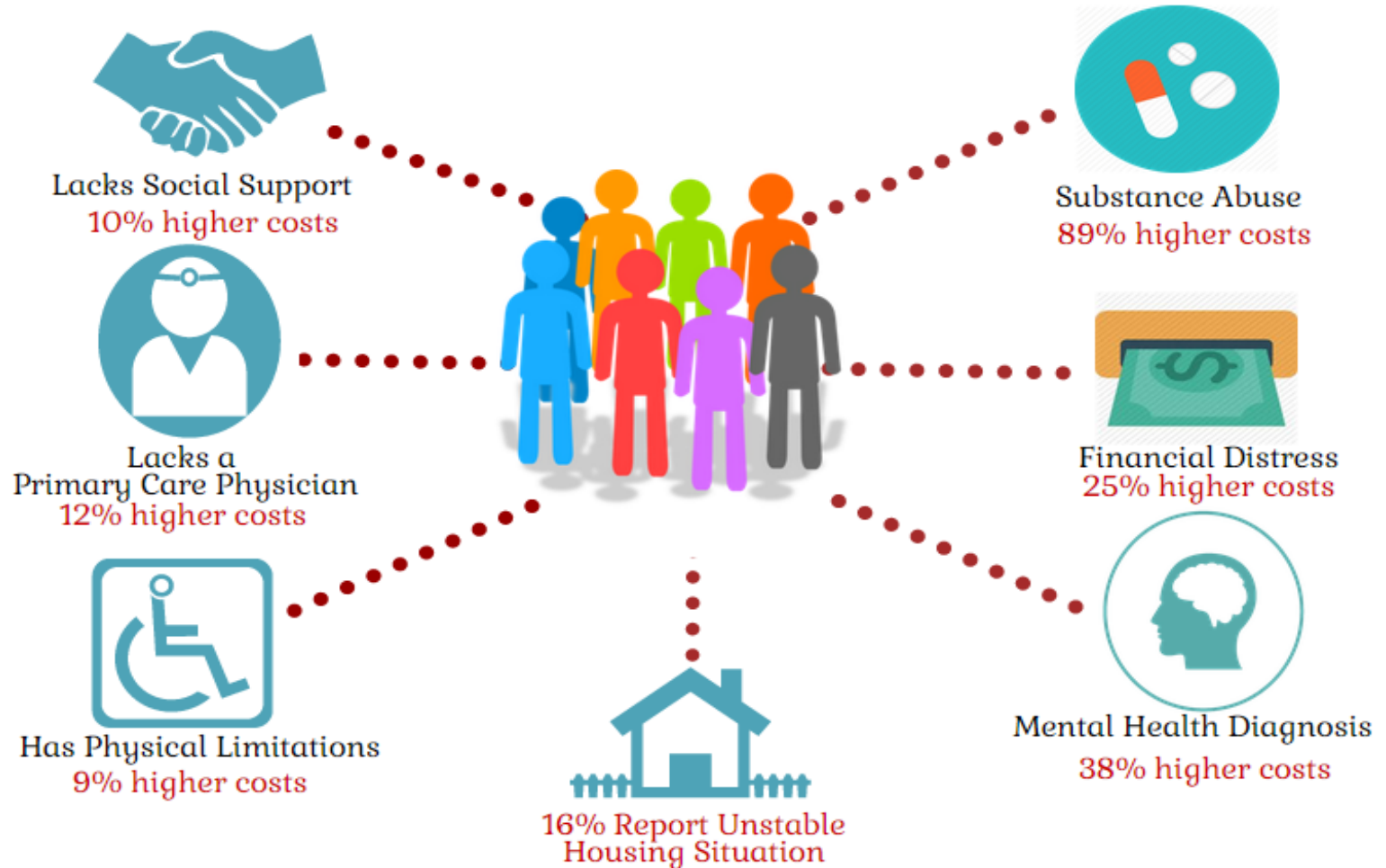
“Big Data” Is Not Enough

Analytics alone will not be able to identify underlying drivers influencing diabetic condition

8% Generate 55% of Medical Expense



Drivers of Healthcare Costs



Based on results of over 4,000 assessments of high-risk patients conducted at Montefiore CMO

Keys to Success in Value-Based Care

- Overarching vision, clear governance structure, and aligned operations
- Must define and understand the population
- <20% of the population determine the costs, 100% determine the quality of care
- Developing an ongoing care and population management organizational strategy
- Ensure IT strategy incorporates full breadth of population health and care coordination operational needs