



Atlantic  
Health System

---

# Pathways for Successful Accountable Care Organizations: Physician Engagement

**James E. Barr, MD**

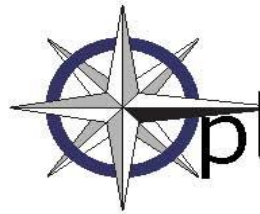
**CMO, Atlantic ACO and Optimus Healthcare Partners**

**Jim Barr, MD**  
**Chief Medical Officer**



**Atlantic  
Health System**

**Atlantic Accountable  
Care Organization**



**Optimus Healthcare Partners**



# Learning Objectives

- Describe the impact of physician engagement on the Triple AIM of Accountable Care Organizations
- Identify the necessary data, analytics and reporting that drive physician engagement
- Review various incentives, disincentives and performance frameworks that promote physician engagement
- Explain the role of physician leaders in physician engagement



# Physician Engagement: Why Change?

- Quality, Cost and Experience of Care
  - Lack of evidence-based, comprehensive, coordinated care
  - Lack of emphasis on prevention and healthy behaviors
  - Health insurance affordability
  - Chronic disease impact will increase
- Dysfunctional Reimbursement System
- Lack of Physician/Provider Satisfaction & Engagement
- Lack of Patient Satisfaction & Engagement



# Physician Engagement: The Time Problem

Based on various analysis (for 2,500 patients):

- Time needed for chronic illness care = 10.6 hours per day<sup>1</sup>
- Time needed for preventive care = 7.4 hours per day<sup>2</sup>
- Time needed for acute care = 4.6 hours per day<sup>1</sup>



# Pathways for Successful Accountable Care Organizations: Physician Engagement

- The Business Case
- ACO Structure – Process – Outcomes
  - Care Management - PCMH
  - Care Coordination - PCMH-Neighbor
  - Care Transitions
  - High Risk Management / Centers of Excellence
  - Patient Engagement
- Transparency, Accountability, Incentives, Disincentives
- Role of Physician Leaders



# Physician Engagement

## The Business Case



# Physician Engagement: The Business Case

- Practice Revenue
  - PCMH & ACO Contracts
  - Coding, PQRS and other P4P
  - Productivity
  - Marketing & Network Opportunities
  
- Practice Overhead
  - Non-Billable Services
  - Staffing
  - IT (EMR, Registry, HIE)
  - Data Reporting
  - PCMH Recognition?
  
- Practice Culture





# Atlantic Health System: Engaging Physicians

- Practice Revenue
  - Care Management Improvement Incentive Program
  - PCMH & ACO Contracts (pmpm and/or shared savings)
  - Annual Medicare Wellness and Transitional Care Visits
  - Productivity
  - Marketing & Network Opportunities
  
- Practice Overhead
  - ACO Support Staff – ACO Care Navigators, Care Coordinators, and Population Care Managers
  - Patient Registry, HIE, Analytics and Reporting
  - PCMH Recognition Support
  
- PCP-Specialist Roles & Responsibilities
- Incentives, Disincentives & Accountability
- Performance Improvement



**Pleasant Run Family Physicians**

CCF = Care Coordination Fee

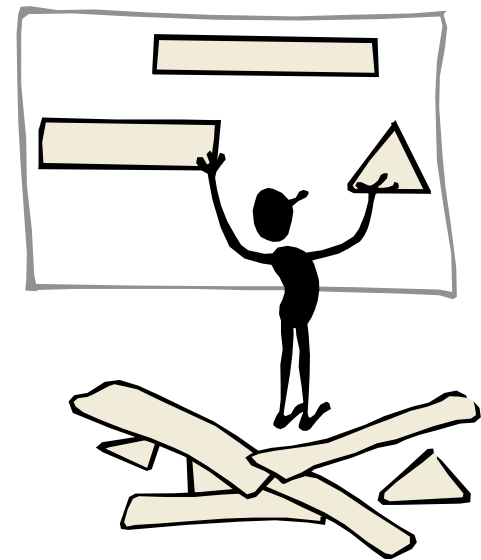
	<u>2012</u>		
	<u>3%</u>	<u>5%</u>	<u>7%</u>
<b>Horizon</b>			
CCF	\$ 64,436	\$ 64,436	\$ 64,436
Shared Savings			
<b>Aetna</b>			
CCF			
Shared Savings			
<b>CMS</b>			
Shared Savings			
Total CCF	64,436	64,436	64,436
Total Shared Savings=	-	-	-
<b>TOTAL</b>	<b>\$ 64,436</b>	<b>\$ 64,436</b>	<b>\$ 64,436</b>

**ACO Financial Pro Forma**

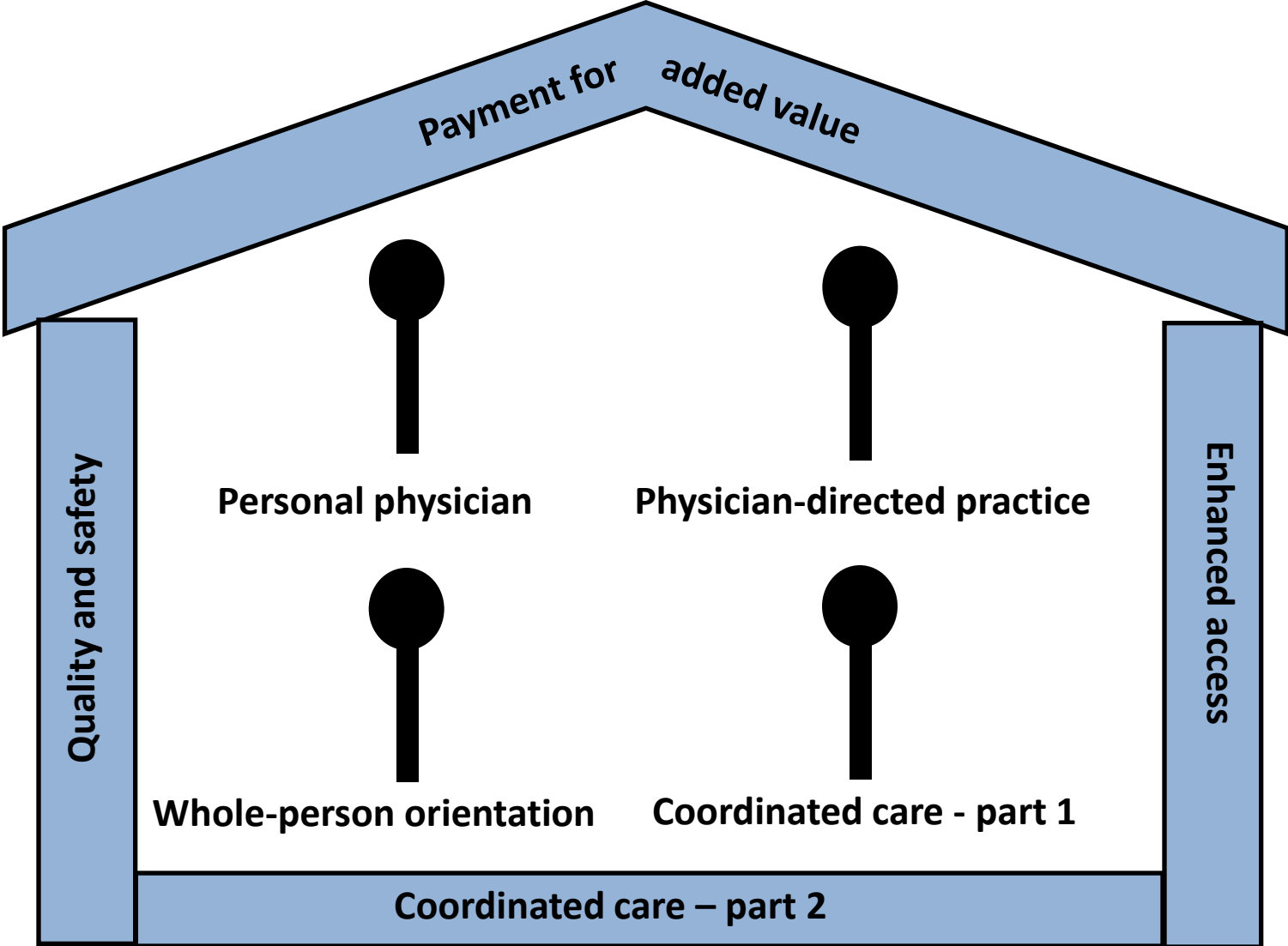
	<u>2013</u>			<u>2014</u>		
	<u>3%</u>	<u>5%</u>	<u>7%</u>	<u>3%</u>	<u>5%</u>	<u>7%</u>
<b>Horizon</b>						
CCF	\$ 85,915	\$ 85,915	\$ 85,915	\$ 85,915	\$ 85,915	\$ 85,915
Shared Savings		36,964	111,890		21,122	63,937
<b>Aetna</b>						
CCF	17,400	17,400	17,400	17,400	17,400	17,400
Shared Savings		6,351	15,851		6,351	15,851
<b>CMS</b>						
Shared Savings				128,794	214,657	420,727
Total CCF	103,315	103,315	103,315	103,315	103,315	103,315
Total Shared Savings=	-	43,315	127,741	128,794	242,130	500,515
<b>TOTAL</b>	<b>\$ 103,315</b>	<b>\$ 146,630</b>	<b>\$ 231,056</b>	<b>\$ 232,109</b>	<b>\$ 345,445</b>	<b>\$ 603,830</b>

# Physician Engagement

## ACO Structure-Process

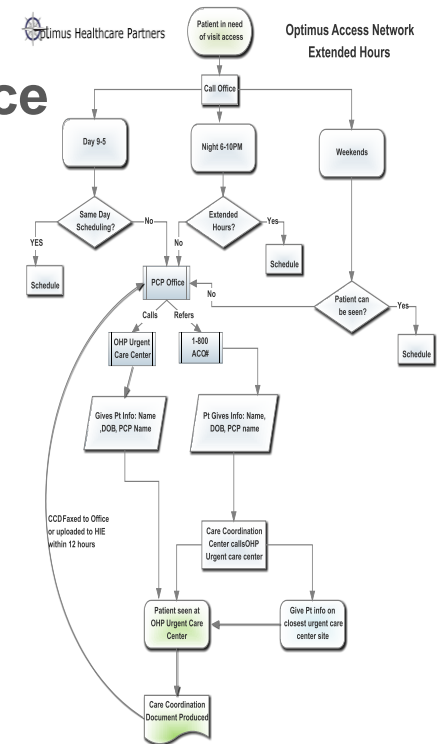


# Patient-Centered Medical Home Model



# Physician Engagement: ACO Structure-Process

- PCMH Model
- PCMH-Neighbor Model
- Care Transitions Model
- High Risk Management/Centers of Excellence
- Patient/Disease Registry
- HIE
- Physician Portal
- Patient Portal
- Patient Engagement
- Analytics & Reporting
- Performance Frameworks



# Physician Engagement

**Transparency**  
**Accountability**  
**Incentives**  
**Disincentives**



## Horizon-Optimus ACO Quality Performance

2012-2013

Practice Name	Measure	Optimus Performance %	National 75th percentile	National 90th percentile
Optimus	BMI TEST RESULT	95%	61	73
Optimus	PNEUMONIA VACCINATION DATE	59%	78	82
Optimus	TOBACCO CESSATION	86%	80	83
Optimus	BREAST CANCER SCREEN DATE	74%	73	77
Optimus	COLORECTAL CANCER SCREEN DATE	65%	65	71
Optimus	BLOOD PRESSURE SYSTOLIC	71%	68	72
Optimus	BLOOD PRESSURE DIASTOLIC	67%	68	72
Optimus	LDL TEST RESULT	38%	64	70
Optimus	HBA1C TEST RESULT	71%	66	70
Optimus	DIABETICS BP SYSTOLIC	62%	71	75
Optimus	DIABETICS BP DIASTOLIC	60%	71	75
Optimus	NEPHROPATHY TEST DATE	79%	86	89

# Transparency & Best Practices

Practice Quality	# of Quality Metrics $\geq$ 75 <sup>th</sup> Percentile	# of Quality Metrics $\geq$ 90 <sup>th</sup> Percentile
New Providence IM	10	10
PASE	10	10
Dr. Sherry Li	10	10
Dr. Betty Catanese	9	9
Patient First Medical Care	9	9





# Optimus – MSSP HCG Benchmark Compare



Incurred 2011-04 to 2012-08 HCG Setting All Exclude Denied Claims

HCG Heading	Admits per 1,000		Avg LOS		Allowed PMPM	
	Actual	Well Managed	Actual	Well Managed	Actual	Well Managed
<b>Inpatient</b>	<b>316.3</b>	<b>324.5</b>	<b>10.32</b>	<b>6.27</b>	<b>\$310.52</b>	<b>\$250.54</b>
<i>Medical</i>	169.8	152.5	5.72	4.11	\$117.53	\$96.82
<i>Surgical</i>	69.3	63.5	6.62	4.60	\$115.78	\$98.63
<i>Psychiatric</i>	5.5	1.9	10.76	5.72	\$4.67	\$0.94
<i>SNF</i>	71.7	106.2	24.77	10.39	\$72.53	\$54.06
<b>Outpatient</b>					<b>\$137.38</b>	<b>\$57.54</b>
<i>Emergency Room</i>					\$11.20	\$7.88
<i>Radiology General</i>					\$10.18	\$6.64
<b>Professional</b>					<b>\$299.53</b>	<b>\$121.14</b>
<i>Inpatient Surgery - Primary Surgeon</i>					\$9.39	\$5.98
<i>Medical - Gastroenterology</i>					\$0.19	\$0.05
<i>Ophthalmology</i>					\$3.92	\$1.24
<i>Physical Therapy</i>					\$12.07	\$1.77
<i>Cardiovascular</i>					\$7.36	\$3.83

## HORIZON COMMERCIAL - Physician Practice Dashboard

Date of Service from January, 2012 to December, 2012 Current

*Date of Service from June, 2011 to May, 2012*

Practice Name	Acute Inpatient PMPM	Skilled Nursing Facility PMPM	Outpatient PMPM	Specialty PMPM	Total Inpatient + Outpatient + Specialty PMPM	ER Visits per 1,000	Acute Inpatient Admits per 1,000	Acute Inpatient Days per 1,000	Acute Inpt Average Length of Stay
<b>Commerical Benchmarks*</b>					<b>&lt;\$225.00</b>		<b>&lt;50</b>	<b>&lt;180</b>	<b>&lt;3.5</b>
<b>OPTIMUS: COMMERCIAL Current</b>	<b>\$57</b>	<b>\$4</b>	<b>\$123</b>	<b>\$136</b>	<b>\$323</b>	<b>145</b>	<b>53</b>	<b>253</b>	<b>5</b>
NJ MED	\$112.42	\$11.17	\$200.62	\$163.63	\$516.89	168	68	650	9.56
AMS MEDICAL, LLC	\$39.40	\$0.00	\$252.49	\$122.95	\$414.84	4	1	3	3.00
CENTER FOR FAMILY HEALTH	\$59.18	\$0.00	\$160.91	\$185.89	\$407.15	108	33	141	4.27
ADVANCED PRIMAY CARE	\$78.23	\$3.44	\$169.65	\$138.64	\$406.44	65	34	208	6.12
PAUL W. GWOZDZ, M.D., LLC	\$118.93	\$11.35	\$78.05	\$196.73	\$405.06	61	30	159	5.30
RAHIL PATEL, M.D., LLC	\$211.50	\$0.00	\$60.88	\$124.97	\$404.12	24	8	87	10.88
SOUTH PLAINFIELD PRIMARY CARE	\$61.88	\$0.00	\$165.61	\$143.62	\$403.87	38	13	139	10.69
ARIEL QUINONES MD PC	\$132.25	\$18.50	\$144.08	\$108.06	\$402.89	124	47	353	7.51
BERKELEY INTERNAL MEDICINE	\$42.20	\$53.95	\$153.64	\$152.67	\$402.46	11	5	88	17.60
THANAA NELLY K. ABRAHAM, PC	\$65.96	\$0.00	\$175.43	\$141.00	\$382.40	33	9	37	4.11
UNION COUNTY HEALTH CARE ASSOCIATES	\$59.53	\$12.08	\$127.12	\$170.21	\$369.69	271	95	384	4.04
DR. JULIE ANN JULIANO	\$53.55	\$6.02	\$122.84	\$176.38	\$358.79	57	29	188	6.48
MEDICAL DIAGNOSTIC ASSOCIATES	\$66.96	\$3.56	\$146.12	\$141.56	\$358.41	459	192	937	4.88

## HORIZON COMMERCIAL - Physician Practice Dashboard

Date of Service from January, 2012 to December, 2012 Current

*Date of Service from June, 2011 to May, 2012 Prior*

<b>Best Practices:</b> Practice Name	<b>Acute Inpatient PMPM</b>	<b>Outpatient PMPM</b>	<b>Specialty PMPM</b>	<b>Total Inpatient + Outpatient + Specialty PMPM</b>
<b>Commerical Benchmarks*</b>				<b>&lt;\$225.00</b>
<b>OPTIMUS: COMMERCIAL Current</b>	<b>\$57</b>	<b>\$123</b>	<b>\$136</b>	<b>\$323</b>
MEDEMERGE	\$49.40	\$94.79	\$133.86	\$280.43
RONALD REISS, MD	\$39.91	\$143.92	\$92.30	\$276.12
MARK RUBINETTI, MD	\$41.78	\$98.75	\$124.61	\$271.21
ALBERTO LOPEZ-SILVERO, MD, LLC	\$32.86	\$118.50	\$112.13	\$263.50
RONALD M. FRANK, M.D., PA	\$31.65	\$94.62	\$124.69	\$251.62
RABIA S AWAN MD	\$42.98	\$82.47	\$91.77	\$230.92
KENILWORTH PRIMARY CARE	\$30.90	\$66.20	\$117.66	\$217.05
PRIMEHEALTH PREFERRED, LLC	\$24.32	\$73.46	\$104.09	\$201.87
SHERRY LI, MD, PA	\$5.52	\$69.11	\$113.85	\$188.47
ADVANCED MEDICAL OF CENTRAL JERSEY	\$5.80	\$51.91	\$93.84	\$151.55
PATIENT FIRST MEDICAL CARE	\$28.47	\$49.10	\$66.46	\$144.03

## PLEASANT RUN FAMILY PHYSICIANS

Commerical Readmits within 30 days, all causes,  
January 2012- December 2012

Patient First Name	Patient Last Name	Provider ID	Provider Name	Readmits	Days	ALOS	Total Admits	% of Readmits
		310001	Hackensack University Medical Center	1	10	10.00		
		310001	Hackensack University Medical Center	1	6	6.00		
				<b>2</b>	<b>16</b>	<b>8.00</b>	<b>51</b>	<b>4%</b>

## PLEASANT RUN FAMILY PHYSICIANS

### Commerical ER 3 or more visit January 2012- December 2012

SUBID	First Name	Last Name	Visits	Total ER Visits for Practice	Hospital Name
			6	193	Hunterdon Medical Center
			3		Hackettstown
			1		Saint Luke's Warren Hospital
			6		Hackensack Medical Center
			1		Somerset Medical Center
			5		Hunterdon Medical Center

Provider Name	Dx	Dx Description	Visits		
Hunterdon Medical Center	42731	ATRIAL FIBRILLATION	5		
	4275	CARDIAC ARREST	1		
	78650	CHEST PAIN NOS	2		
	78909	ABD PAIN NEC/MULTI SITE	4		
	53081	ESOPHAGEAL REFLUX	1		
	8500	CONCUSSION W/O COMA	2		
	78900	ABDOM PAIN NOS SITE	2		
	7242	LUMBAGO	3		
	8449	SPRAIN OF KNEE & LEG NOS	2		
	78060	FEVER UNSPECIFIED	2		
	29650	BIPLR I MOST RECENT EPIS	1		
	95901	HEAD INJURY NOS	1		
	59970	HEMATURIA UNSPECIFIED	1		

Care Station Physicians PA

Member Lname	Member Fname	DOB	Admit Dt	Discharge Dt	Diagnosis	Attributed Provider	Pulse Score*	Facility Name
					715.15 OSTEOARTHRISIS, LOCALIZED, PRIMARY, PELVIC REGION AND THIGH	Stanley C. Parman	9.11	Hospital for Special Surgery, Acute Short Term Hospital
			05/07/2013	05/10/2013	715.36 OSTEOARTHRISIS, LOCALIZED, NOT SPECIFIED WHETHER PRIMARY OR SECONDARY, LOWER LEG	Care Station Physician	9.6	Morristown Medical Center, Acute Short Term Hospital
			05/01/2013	05/08/2013	276.7 HYPERTENSION	Stanley C. Parman	10.37	Hackensack UMC Mountainside, Acute Short Term Hospital
			05/02/2013	05/04/2013	715.96 OSTEOARTHRISIS, UNSPECIFIED WHETHER GENERALIZED OR LOCALIZED, LOWER LEG	Julio E. Diaz	9.52	Virtua-West Jersey Health System-Voorhee, Acute Short Term Hospital
			03/27/2013	03/28/2013	786.50 CHEST PAIN, UNSPECIFIED	Julio E. Diaz	7.55	Robert Wood Johnson University Hospital, Acute Short Term Hospital
			04/03/2013	04/08/2013	410.90 ACUTE MYOCARDIAL INFARCTION OF UNSPECIFIED SITE, EPISODE OF CARE UNSPECIFIED	Stanley C. Parman	8.84	Morristown Medical Center, Acute Short Term Hospital

## Optimus Aetna ACO Members- BASELINE

### Total Spend by Member Summary

DOS: 12/01/2011-11/30/2012, Paid Through January 2013

Medical Costs Only- Pharmacy Dollars not included in this view

Rank	Member ID	D OB	Attributed TIN Name	Last Visit DOS within Attributed TIN	Last Prvdr Seen within Attributed TIN	Total Paid
1			Care Station Physicians PA	10/23/2012	Julio E. Diaz	\$861,867
2			Mark J. Rubinetti, M.D.	8/31/2012	Mark J. Rubinetti, M.D.	\$453,042
3			Union Pediatric Medical Group, PA	11/21/2012	Steven Luke	\$413,669
4			Pediatric Associates of Westfield, PC	11/16/2012	Robert A. Panza, MD	\$375,340
5			Green Brook Family Medicine	4/10/2012	Ronald M. Frank, M.D., P.A.	\$319,491
6			Union County Healthcare Associates	1/5/2012	Earle N. Rothbell, MD	\$282,800
7			Naresh Rana, M.D., PA	9/20/2012	Naresh Rana, G., MD	\$268,335
8			Pediatric Associates of Westfield, PC	5/14/2012	Pediatric Associates of Westfield	\$254,047
9			Dr. Ruby Halper-Erkila	10/2/2012	Ruby Ann Halper-Erkila	\$244,024
10			South Plainfield Primary Care	8/25/2012	South Plainfield Primary Care PC	\$196,877
11			Summit Pediatric Associates	9/25/2012	Hemant Kairam, MD	\$160,982
12			Bridgewater Medical Group	11/6/2012	John P. Scancarella, DO	\$150,353

## Optimus Aetna ACO Members- BASELINE

### Summary of Nonpar Spend for Amb Surg Facility, Acute Care Hospital and Family Practice

DOS: 12/01/2011-11/30/2012, Paid Through January 2013

Specialty Name	(All)		
Row Labels		Claim Line Count	Total Paid
Atlanticare Regional Medical Center		6	\$271,194
Somerset Ambulatory Surgical Center		22	\$218,760
Short Hills Surgery Center, LLC		23	\$130,872
Harrison Endo Surgical Center		9	\$104,817
The Center For Ambulatory Surgery		19	\$66,905
Sa Healthcare Physicians Llc		13	\$52,250
Upa-Np Llc		20	\$51,737
Raritan Valley Surgery Center		18	\$45,372



## Optimus ACO Members- BASELINE

### Outpatient Surgery Steerage

Outpatient Surgery Steerage	Amb Surg Facility						Hospital				
	Case Count	Total Paid	Facility Paid	Total Paid per Case	Facility Paid per Case	% at Amb Surg	Case Count	Total Paid	Facility Paid	Total Paid per Case	Facility Paid per Case
Procedure Group											
Lower GI Endoscopy	346	\$607,619	\$381,719	\$1,756	\$1,103	76%	107	\$252,121	\$151,258	\$2,356	\$1,414
Upper GI Endoscopy	146	\$211,960	\$139,935	\$1,452	\$958	78%	42	\$91,392	\$59,607	\$2,176	\$1,419
Neurologic Procedures - Other	79	\$311,945	\$237,807	\$3,949	\$3,010	67%	39	\$88,575	\$74,024	\$2,271	\$1,898
Cataract/Lens Procedures	44	\$77,484	\$43,917	\$1,761	\$998	98%	1	\$3,466	\$2,192	\$3,466	\$2,192
Knee Arthrotomy	19	\$165,279	\$106,601	\$8,699	\$5,611	46%	22	\$180,068	\$88,734	\$8,185	\$4,033

## Optimus - MSSP

### ETG Time Period Comparison

Incomplete



Incurred 2012-01 to 2012-08 Incurred Comparison 2011-04 to 2011-11 HCG Setting

All

Episode Treatment Group	Allowed		Episode Count		Allow per Episode	
	Curr	Trend	Curr	Trend	Curr	Trend
386500 - Isch hrt dis	\$6,413,706	107.6%	1,488	14.7%	\$4,310	80.9%
555400 - Chronic renal failure	\$2,987,498	79.8%	374	22.7%	\$7,991	46.5%
316000 - CVA	\$2,854,725	74.6%	494	62.1%	\$5,782	7.7%
163000 - Diabetes	\$2,641,784	145.9%	1,670	-1.9%	\$1,582	150.8%
388100 - Hypertension	\$2,217,245	81.2%	3,792	9.6%	\$585	65.4%
386800 - CHF	\$1,988,409	87.9%	448	41.6%	\$4,443	32.7%
712208 - Jt degen -back	\$1,804,462	85.8%	738	22.3%	\$2,443	51.9%
130400 - Septicemia	\$1,726,161	232.3%	127	170.1%	<b>\$13,608</b>	23.0%
713103 - Closed fx/dis - pelv girdle	\$1,710,486	155.1%	88	100.5%	\$19,540	27.2%
437400 - Bact lung infection	\$1,296,477	85.5%	383	82.7%	\$3,385	1.5%
439300 - COPD	\$1,192,294	107.4%	385	26.7%	\$3,094	63.7%
712202 - Jt degen -knee L/leg	\$1,180,932	50.1%	542	21.5%	\$2,178	23.5%
588200 - Mal neo prostate	\$1,064,498	108.2%	289	1.6%	\$3,678	105.0%
440100 - Mal neo pulmonary	\$1,032,976	158.3%	75	39.2%	\$13,850	85.6%
353000 - Macular degeneration	\$981,726	72.2%	500	22.8%	\$1,963	40.2%
351700 - Cataract	\$816,398	46.2%	1,236	37.3%	\$661	6.5%

## Optimus Performance Management Framework - Generic Dispensing Rate

If GDR level is:	<50%	50-59%	60-69%	70-79%	80-84%	85-89%	>90%
Improvement Needed By Next Reporting Period =	40%	15%	10%	6%	3%	0%	0%

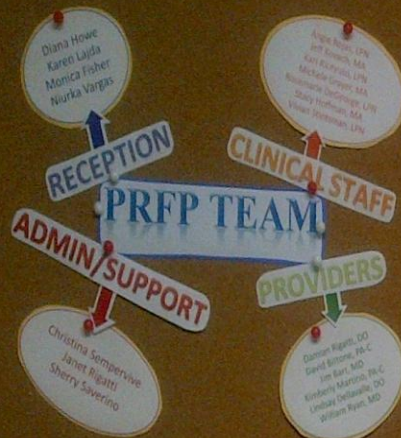
<u>Examples:</u>	<u>Base Compliance</u>	<u>9 mos</u>	<u>12 mos</u>	<u>18 mos</u>	<u>24 mos</u>	<u>30 mos</u>	<u>36 mos</u>
Practice "A" Overall GDR	50%	58%	66%	73%	77%	82%	84%
Practice "B" Overall GDR	25%	35%	49%	69%	75%	80%	>85%
Practice "C" Overall GDR	80%	82%	85%	85%	85%	85%	85%
Your Practice's GDR	<i>enter value</i>	<i>calculate</i>					

# Physician Engagement

## Role of Physician Leaders



## STRUCTURE



## EMR: APRIMA

- PQRS/MU-2 CERTIFIED (2014)
- STRUCTURED CARE TEAM TEMPLATES
- INTER-OFFICE COMMUNICATION
- VPN ACCESS
- PATIENT PORTAL/HIE (2014)

## OPTIMUS ACO

CURRENTLY PARTICIPATING:

- ❖ MEDICARE
- ❖ HORIZON
- ❖ AETNA

## PROCESS

### NCQA RECOGNIZED LEVEL 3 - PCMH

- SAME DAY ACCESS
- HIGH RISK PATIENT MANAGEMENT
- PROACTIVE PATIENT CARE PLANS
- PRFP CARE TEAM COORDINATION
- CLINICAL COORDINATOR
  - ER MANAGEMENT
    - "MAKE US YOUR FIRST CALL"
  - INPATIENT DISCHARGE MANAGEMENT
    - CALL PATIENTS WITHIN 48 HOURS
    - OFFICE VISIT WITHIN 7 - 14 DAYS
    - COORDINATION W/ SPECIALISTS/HOME HEALTH
- PATIENT ENGAGEMENT

**Physician Family Physicians**

- Christina Sompervive, RN, MSN, CDE
- Janet Riggatti, RN, MSN, CDE
- Sherry Sverino, RN, MSN, CDE
- Christina Sompervive, RN, MSN, CDE
- Janet Riggatti, RN, MSN, CDE
- Sherry Sverino, RN, MSN, CDE

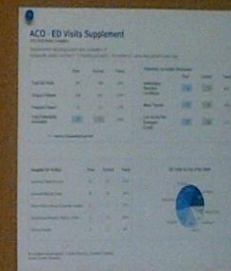
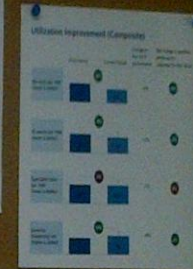
### CMS MSSP Quality Metrics

- | Patient Experience  | Preventive Health                   |
|---|-------------------------------------|
| Getting timely care & information   | Flu shots                           |
| How well does your doctor communicate                                     | Pneumonia                           |
| Rating of personal physician  | BMI and follow-up                   |
| Access to specialists   | Smoking assessment and intervention |
| Health promotion and education  | Depression screening                |
| Shared decision making (health status/functional status (reporting only)) | Cervical cancer screening           |
|   | Mammogram                           |
|   | High Blood Pressure screening       |

### CMS MSSP Quality Metrics

- | Care Coordination/Referral                           | At Risk Populations   |
|--|---|
| All condition readmission                            | Diabetes: A1c > 8.5, LDL > 190, BP > 160/100, tobacco use, and opiate use               |
| COPID/Alzheimer admissions                           | Diabetic A1c poor control > 8.2   |
| CHF admissions                                       | hypertension control  |
| % of PCP's with meaningful use EMR recognition       | Ischemic Vascular Disease - use of ASA or anti-thrombotic                               |
| Medication reconciliation after outpatient discharge | CHF - use of beta blocker   |
| Screening for fall risk                              | CAD: use of LDL-lowering therapy, and use of ACE/ARB in CAD patients with DM and/or CHF |
| Utilization  |   |
| Total Costs of Care                                  |   |

## RESULTS



# Empower, Acknowledge & Reward



## Summary

- The ACO Model and Physician Engagement
- Business Case
- Structure – Process
- Performance Frameworks & Culture
- Other Payment Models
- Engaging & Incorporating Patients
  - Self-Management
  - Shared Decision Making
  - Patient Reported Outcome Measures (PROM)



Please fill out your evaluation.

Thank you.





For more discussion on this topic and other cutting-edge health care issues, visit the Nash on Health Policy blog at:  
<http://nashhealthpolicy.blogspot.com>

Did you know you can listen to past JSPH Forums online?  
Check out Forum Podcasts at: <http://jdc.jefferson.edu/hpforum/>

