



An ACO Success Story: The Path to Market Leadership

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– **Ray Coppedge** Executive Director, Key Physicians



HIGHLIGHTS

Profile

- 300+ provider IPA & ACO
- All practices are PCMH's
- 1700 participating providers
- 400+ locations
- Based in Raleigh, NC

Situation

- Successfully transitioning IPA to an ACO required referral coordination
- Needed to create and manage high value referral networks, control leakage, improve communication and demonstrate effective care coordination

Benefits

- Patients are referred to the highest value provider
- PCP is able to maintain control over care across the continuum
- Closed loop communication between all providers and settings

Results

- ACO contracts totaling over 75k lives
- 83% success rate for in-network referrals
- Maintain 6% better-than-market total medical expense

Key Physicians, a Medical Home Network and Independent Physician Association (IPA), is comprised of more than 300 providers in the Triangle region of North Carolina. Each of the network's 61 practice locations is recognized by the National Committee for Quality Assurance as a Patient-Centered Medical Home.

Challenges

When Key Physicians began looking to take on value based contracts in 2011, they quickly realized the importance of building processes and workflows to eliminate inefficiencies and maximize the value they could deliver to a population health contract. They needed to demonstrate a tight alliance of care coordination and collaboration across the IPA as well as with other providers in the community. With their first contract opportunity eminent, Key Physicians embarked on an initiative to identify solutions that could be implemented very quickly and cost effectively. After careful evaluation, Key Physicians realized that the ability to create, manage, and measure high value referral networks would be a far more effective way to minimize the cost of high quality care than a heavy investment in analytics. A community-based referral coordination system would allow them to minimize leakage while improving care coordination between PCP's and specialists.

Solution

Key Physicians began using Infina Connect's Intelligent Care Coordinator (ICC) in January 2012, and quickly experienced viral adoption across the entire Raleigh area. ICC became the first referral coordination solution in the country adopted by a majority of providers across a metropolitan area, including over 1700 physicians at 400+ offices and clinics, as well as 3 local hospital systems. Even though the practices all use disparate Practice Management systems and EMRs, they were easily able to adopt ICC.

"Being able to deploy (ICC) rapidly over a diverse group of practices, as large as hospitals' clinics with hundreds of providers or small clinics with sole practitioners, with or without EMRs, is a critical factor in our success and a major benefit of the system," says Ray Coppedge, Executive Director, Key Physicians.



Benefits

Shortly after implementing ICC, Key Physicians became the first IPA in the nation invited to participate in a population health program with a large national insurer. With ICC, Key Physicians was able to successfully demonstrate the ability to coordinate care, collaborate, and communicate across the entire community of providers regardless of EHR or ownership. Their providers are able to ensure patients are referred to the appropriate provider within a high value network and mitigate gaps in care throughout their patient populations. By minimizing referral leakage, providers are also able to decrease healthcare costs and save the patient money, while ensuring they receive high quality care. In addition, ICC has enabled providers to:

- Improve the coordination of care and ensure a high level of communication and knowledge transfer occurs between providers across the continuum of care.
- Establish high value networks and measure the cost differences between providers and care settings, ensuring patients are referred to high value services.
- Have visibility into the ongoing status of a referral (i.e. submitted, opened, accepted, declined, cancelled, scheduled, visited) and receive an electronic patient summary after each visit.

Results

Broadly speaking, the leadership position that Key Physicians has established for delivering high value care has afforded them a competitive advantage across the healthcare community in their region. Adopting ICC has been instrumental to Key Physicians successfully winning population health contracts, which led to a partnership with a local health system and further expansion to collectively include over 75,000 patients under ACO value based reimbursement relationships. Their providers now manage patient populations comprised of multiple commercial and government contracts. Based on their current trajectory, Key Physicians and their partners expect to double their attributed populations to exceed 150,000 lives in 2015.

One of Key Physicians' ACO Commercial Payers reported that the Key Physician practices had an 83% success rate for referring patients to the highest value providers in the first year of using ICC, compared to less than 40% success rate for their peers. In a typical example, they are able to refer patients to high quality providers committed to coordinating care via co-management agreements, resulting in lower overall costs and improved patient care. These care coordination activities, made possible by ICC, have helped Key Physicians maintain a 6% better-than-market total medical cost for its attributed population.

"Key Physicians is a leader in the patient centered medical home model, with 90+% of our physicians already adopting technologies like e-prescribing and Electronic Health Records. We believe that the adoption and use of critical technologies that assist in the management, optimization, and coordination of patient information can drive true collaborative care and provide immense value to our practices, patients, and the community overall," said Ray Coppedge, Executive Director at Key Physicians. "Being able to streamline the referral process and ensure closed-loop communication and coordination between primary care and specialists enables Key Physician practices to deliver even higher-quality care and help create a healthier North Carolina."