Sharp HealthCare

- Not-for-profit serving 3.1 million residents of San Diego County
- Grew from one hospital in 1955 to an integrated health care delivery system
  - Fully integrated information technology systems and infrastructure
  - Centralized system support services (business development, clinical effectiveness, compliance, facilities development, contracting, finance, human resources, information technology, internal audit, marketing and communications, risk management, strategic planning, supply chain management, etc.)
  - Over 25 years experience in managing care under a population-based payment structure; over 280,000 individuals covered through population-based health plan contracts alone
- Largest health care system in San Diego with highest market share
  - 2 affiliated medical groups, 4 acute care hospitals, 3 specialty hospitals, 3 skilled nursing facilities, a health plan, 21 outpatient clinics, 5 urgent care centers, home health, hospice, and home infusion programs, etc.
  - Only health system in San Diego to increase market share each of the past 11 years
- Largest private employer in San Diego
  - 15,000 employees, 2,600 affiliated physicians (none employed), 2,000 volunteers
Sharp HealthCare ACO

- Collaboration between Sharp HealthCare, Sharp Community Medical Group (SCMG), and Sharp Rees-Stealy Medical Group (SRSMG)
- 32,000 aligned beneficiaries
  - 74% with SCMG
    - San Diego’s largest Independent Practice Association
    - 200 primary care physicians and 500 specialists
  - 26% with SRSMG
    - San Diego’s oldest multi-specialty medical group
    - 156 primary care physicians and 53 mid-level providers and 250 specialists
Sharp HealthCare ACO Aim

Best Health, Best Care, Best Experience

- Care Delivery Models
- Care Coordination
- Patient Engagement
- Information Technology and Analytics
- Alignment of Incentives
**Sharp HealthCare ACO Aim Drivers**

**Key Metrics**
- Improved patient satisfaction
- Reduced readmissions
- Reduced ED admits
- Reduced inpatient admits
- Reduced cost trend of aligned beneficiaries compared to Medicare FFS
- Increased patient referrals to palliative care/transitions programs
- Market share growth

**Care Delivery Models**
- Connection to a medical home
- Skilled nursing and long term care management
- Frail elderly and home-bound care management
- Behavioral health care management

**Care Coordination**
- Chronic disease and complex case management
- Wellness and prevention outreach
- Care transitions management
- Palliative and end-of-life care

**Patient Engagement**
- CAHPS Survey
- mySharp Patient Portal
- Care management programs
- Beneficiary outreach (telephone, visits, letters)

**Information Technology and Analytics**
- EHR deployment
- Predictive modeling
- Identification of gaps in care and care processes
- Identification of high cost, high needs patients

**Alignment of Incentives**
- Shared incentives among Sharp HealthCare ACO participants
- Align incentives at the individual provider level
Sharp HealthCare ACO Strengths

- Recognized high-quality, low cost provider
  - SRSMG recognized as a “Top Overall Performing Physician Organization” in the state’s pay for performance program by the Integrated Healthcare Association
  - SRSMG and SCMG awarded Elite status – the highest recognition for quality and service – by the California Association of Physician Groups
  - Achieved 93% Perfect Care across all national Core Measures in fiscal 2011
  - Decreased hospital-acquired complication rates by 11% in fiscal 2011
  - Leading market share position at 28.1% (11 consecutive years of market share growth)
- The Sharp Experience improvement initiative (launched in 2001)
- Expertise in coordinating care and managing risk (25 years experience)
  - Scalability of current infrastructure
  - Sharp medical groups represent 22% of all HMO enrolled population in San Diego County
- Commitment to Lean Six Sigma process improvement and Baldrige criteria
- Information technology systems and infrastructure
  - Deployment of hospital EMR and ambulatory EHR
  - mySharp patient portal
- Commitment to be the best place to work, practice medicine, and receive care
  - Medical Group patient satisfaction at 83rd percentile
  - Medical Group physician satisfaction at top quartile
  - Hospital patient satisfaction at 88th percentile in fiscal 2011
  - Hospital physician satisfaction at 82nd percentile in fiscal 2011
  - Employee satisfaction at 98th percentile in fiscal 2011
Sharp HealthCare ACO Challenges

• Beneficiaries accessing non-ACO providers
• Engagement of aligned beneficiaries
• Analytics and business intelligence
• Adoption of consistent processes for care coordination