

SHARP



Sharp HealthCare ACO

*Pioneer Introduction to the FSSB
November 8, 2012*



San Diego's Health Care Leader

SHARP

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



Best Health, Best Care, Best Experience

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



Quality



Service



People



Finance



GROWTH



Community

- 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

Quality

Service

People

Finance

GROWTH

Community

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