

5th Annual

Right Care Initiative Leadership Summit



Right Care
Initiative

Review of Metrics Progress on Right Care Initiative Targets for Blood Pressure, Lipids, and Blood Sugar Control

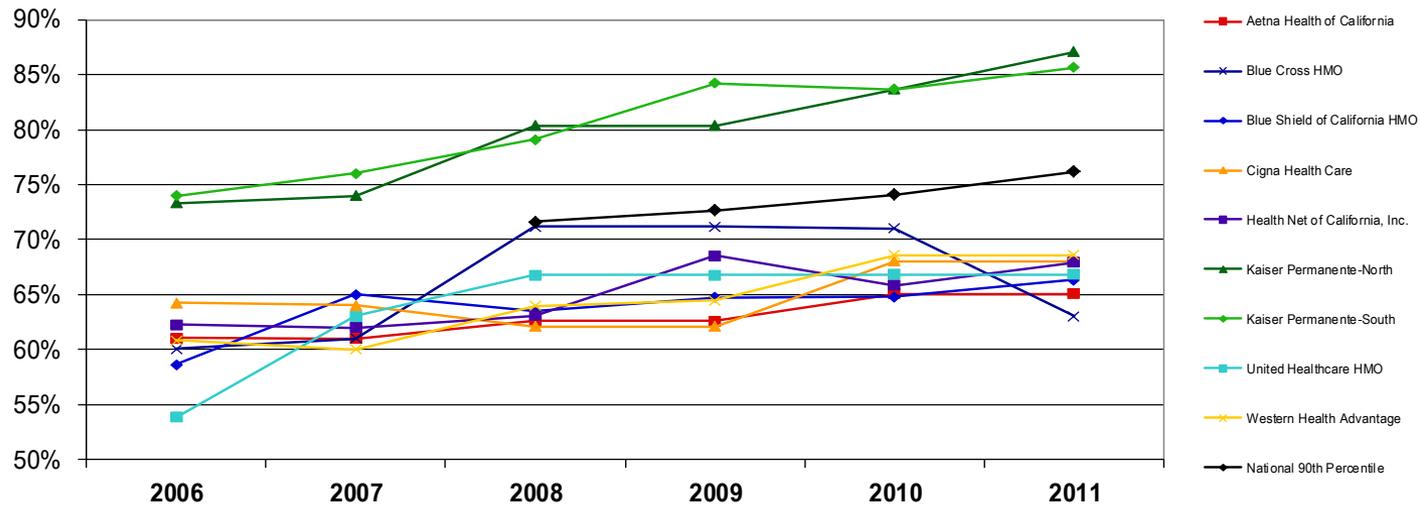
With Update on *Let's Get Healthy California* and
The Berkeley Forum

Stephen M. Shortell, PhD, MPH, MBA

Dean, UC Berkeley School of Public Health

October 1st, 2012

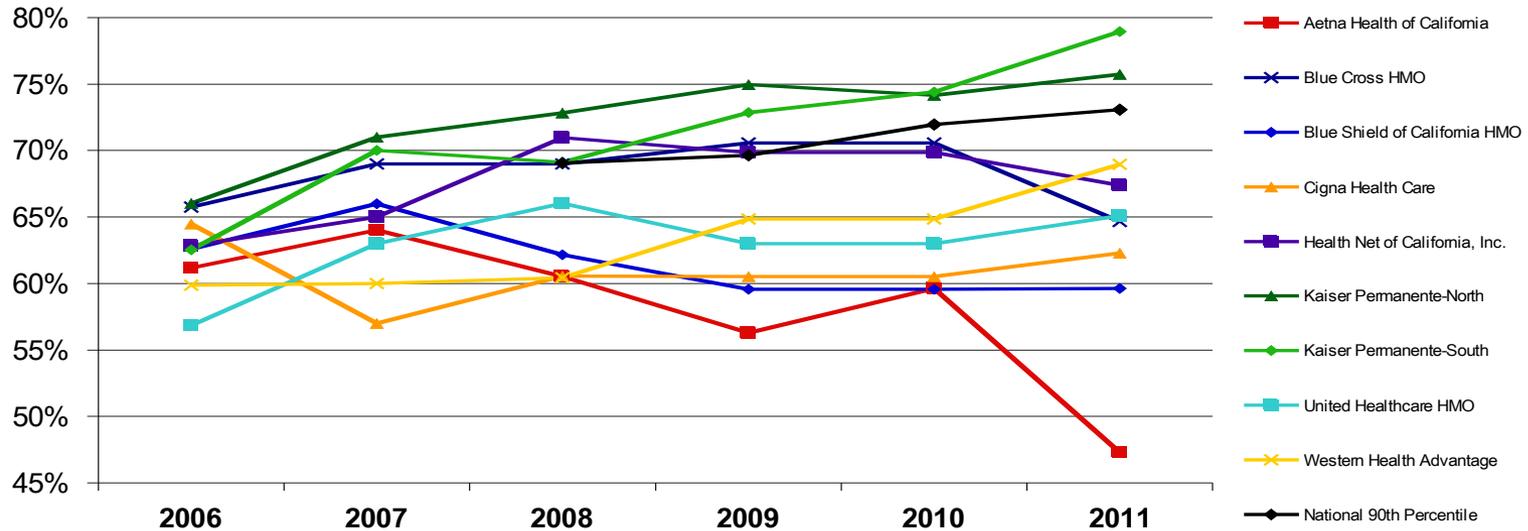
Percent Patients with Hypertension Controlled (<140/90)



	2006	2007	2008	2009	2010	2011	Change
Aetna Health of California	61.06%	61.00%	62.59%	62.59%	65.04%	65.04%	4%
Blue Cross HMO	60.04%	61.00%	71.16%	71.16%	71.00%	63.02%	3%
Blue Shield of California HMO	58.60%	65.00%	63.55%	64.73%	64.79%	66.33%	8%
Cigna Health Care	64.23%	64.00%	62.11%	62.11%	68.04%	68.04%	4%
Health Net of California, Inc.	62.23%	62.00%	63.11%	68.56%	65.82%	67.93%	6%
Kaiser Permanente-North	73.31%	74.00%	80.37%	80.37%	83.70%	87.08%	14%
Kaiser Permanente-South	73.97%	76.00%	79.08%	84.23%	83.70%	85.64%	12%
United Healthcare HMO	53.81%	63.00%	66.75%	66.75%	66.83%	66.83%	13%
Western Health Advantage	60.83%	60.00%	63.99%	64.48%	68.61%	68.61%	8%
National 90th Percentile			71.61%	72.68%	74.09%	76.16%	5%
<i>California Average</i>			<i>63.64%</i>	<i>69.44%</i>	<i>70.30%</i>	<i>70.81%</i>	<i>7%</i>
<i>National Average</i>			<i>63.37%</i>	<i>64.09%</i>	<i>63.43%</i>	<i>65.36%</i>	<i>2%</i>

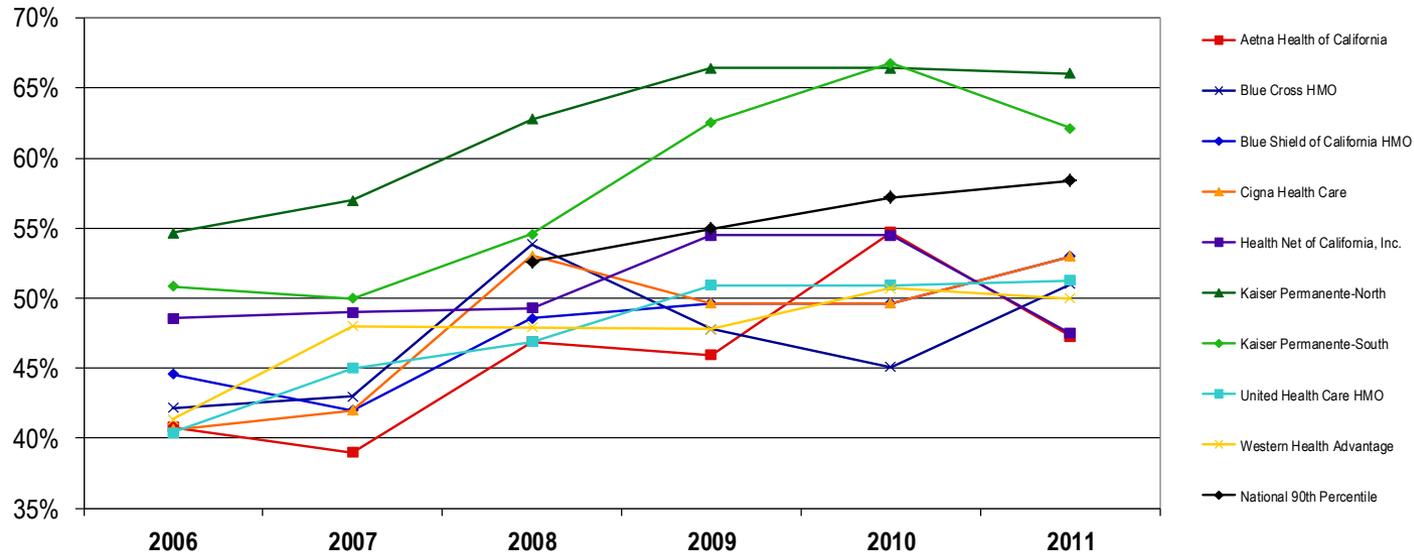
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Percent Heart Patients with Lipids Controlled (LDL-C<100)



	2006	2007	2008	2009	2010	2011	Change
Aetna Health of California	61.16%	64.00%	60.53%	56.27%	59.62%	47.30%	-14%
Blue Cross HMO	65.74%	69.00%	69.00%	70.56%	70.56%	64.66%	-1%
Blue Shield of California HMO	62.58%	66.00%	62.16%	59.56%	59.56%	59.62%	-3%
Cigna Health Care	64.48%	57.00%	60.55%	60.51%	60.51%	62.28%	-2%
Health Net of California, Inc.	62.84%	65.00%	70.98%	69.87%	69.87%	67.40%	5%
Kaiser Permanente-North	66.04%	71.00%	72.84%	74.97%	74.17%	75.74%	10%
Kaiser Permanente-South	62.53%	70.00%	69.13%	72.87%	74.41%	78.94%	16%
United Healthcare HMO	56.84%	63.00%	66.01%	62.98%	62.98%	65.11%	8%
Western Health Advantage	59.87%	60.00%	60.44%	64.86%	64.86%	68.95%	9%
National 90th Percentile			69.04%	69.63%	71.97%	73.06%	4%
<i>California Average</i>			62.70%	65.83%	65.64%	64.96%	2%
<i>National Average</i>			59.72%	59.16%	59.89%	59.84%	0%

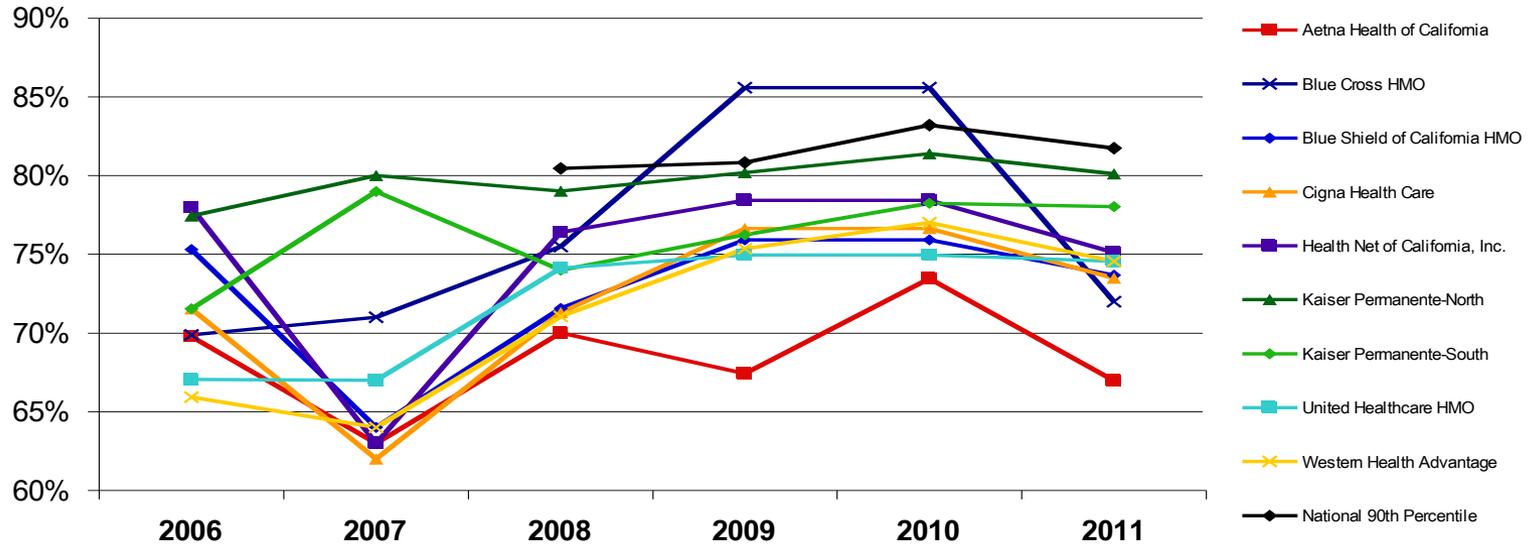
Percent Patients with Diabetes with Lipids Controlled (LDL-C<100)



	2006	2007	2008	2009	2010	2011	Change
Aetna Health of California	40.77%	39.00%	46.89%	45.95%	54.69%	47.27%	7%
Blue Cross HMO	42.17%	43.00%	53.86%	47.81%	45.07%	51.00%	9%
Blue Shield of California HMO	44.55%	42.00%	48.58%	49.64%	49.64%	52.99%	8%
Cigna Health Care	40.63%	42.00%	53.04%	49.64%	49.64%	53.00%	12%
Health Net of California, Inc.	48.56%	49.00%	49.30%	54.50%	54.50%	47.51%	-1%
Kaiser Permanente-North	54.68%	57.00%	62.77%	66.42%	66.42%	66.06%	11%
Kaiser Permanente-South	50.85%	50.00%	54.58%	62.57%	66.75%	62.14%	11%
United Health Care HMO	40.42%	45.00%	46.88%	50.94%	50.94%	51.26%	11%
Western Health Advantage	41.36%	48.00%	47.93%	47.81%	50.73%	50.00%	9%
National 90th Percentile			52.61%	54.95%	57.18%	58.39%	6%
<i>California Average</i>			<i>48.33%</i>	<i>52.81%</i>	<i>53.82%</i>	<i>54.06%</i>	<i>6%</i>
<i>National Average</i>			<i>45.52%</i>	<i>47.04%</i>	<i>47.73%</i>	<i>48.08%</i>	<i>3%</i>

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Percent Patients with Diabetes with Blood Sugar HbA1c<9



	2006	2007	2008	2009	2010	2011	Change
Aetna Health of California	69.78%	63.00%	70.02%	67.43%	73.47%	66.98%	-3%
Blue Cross HMO	69.88%	71.00%	75.50%	85.58%	85.58%	72.00%	2%
Blue Shield of California HMO	75.30%	64.00%	71.56%	75.91%	75.91%	73.68%	-2%
Cigna Health Care	71.53%	62.00%	71.29%	76.64%	76.64%	73.50%	2%
Health Net of California, Inc.	77.99%	63.00%	76.40%	78.42%	78.42%	75.13%	-3%
Kaiser Permanente-North	77.45%	80.00%	79.01%	80.19%	81.39%	80.11%	3%
Kaiser Permanente-South	71.53%	79.00%	74.01%	76.24%	78.24%	78.02%	6%
United Healthcare HMO	67.06%	67.00%	74.13%	74.96%	74.96%	74.55%	7%
Western Health Advantage	65.94%	64.00%	71.05%	75.36%	77.01%	74.55%	9%
National 90th Percentile			80.46%	80.84%	83.21%	81.75%	1%
<i>California Average</i>			<i>71.34%</i>	<i>76.75%</i>	<i>77.95%</i>	<i>72.26%</i>	<i>1%</i>
<i>National Average</i>			<i>71.64%</i>	<i>71.79%</i>	<i>72.68%</i>	<i>71.11%</i>	<i>-1%</i>

Patients with Hypertension Controlled (<140/90)

76.16 = National 90th Percentile for 2011 Performance Year

California		
	2006	2011
Kaiser Foundation Health Plan, Inc. - Northern California	73.31	87.08
Kaiser Foundation Health Plan Inc. - Southern California	73.97	85.64
Sharp Health Plan	--	69.54
Western Health Advantage	60.83	68.61
CIGNA HealthCare of California, Inc.	64.23	68.04
Health Net of California, Inc.	62.23	67.93
UnitedHealthcare of California	53.81	66.83
Blue Shield of California	58.60	66.33
Aetna Health of California, Inc.	61.06	65.04
Blue Cross of California dba Anthem Blue Cross	60.04	63.02

National Top 10 Plans (2011)	
Coventry Health Care of Illinois, Inc.	88.85
CIGNA HealthCare Mid-Atlantic, Inc.	87.50
Kaiser Foundation Health Plan, Inc.- Northern California	87.08
Kaiser Foundation Health Plan, Inc. - Southern California	85.64
Kaiser Foundation Health Plan, Inc. - Hawaii	84.43
Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.	83.04
Kaiser Foundation Health Plan of Ohio	82.73
HealthPartners, Inc.	80.07
Gundersen Lutheran Health Plan, Inc.	79.08
Wellmark Health Plan of Iowa, Inc.	79.08

Heart Patients with LDL Controlled (<100)

73.06 = National 90th Percentile for 2011 Performance Year

California		
	2006	2011
Kaiser Foundation Health Plan Inc. - Southern California	62.53	78.94
Kaiser Foundation Health Plan, Inc. - Northern California	66.04	75.74
Western Health Advantage	59.87	68.95
Health Net of California, Inc.	62.84	67.40
UnitedHealthcare of California	56.84	65.11
Blue Cross of California dba Anthem Blue Cross	65.74	64.66
CIGNA HealthCare of California, Inc.	64.48	62.28
Blue Shield of California	62.58	59.62
Sharp Health Plan	--	59.62
Aetna Health of California, Inc.	61.16	47.30

National Top 10 Plans (2011)	
Coventry Health Care of Illinois	86.89
HealthAmerica Pennsylvania	80.86
Kaiser Foundation Health Plan, Inc. - Southern California	78.94
Kaiser Foundation Health Plan, Inc. - Hawaii	76.80
Dean Health Plan, Inc.	76.80
Kaiser Foundation Health Plan of Colorado	76.69
Harvard Pilgrim Health Care of New England (NH)	76.61
Kaiser Foundation Health Plan, Inc. - Northern California	75.74
Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.	75.00
Group Health Cooperative of Eau Claire	74.24

Diabetes Care: Blood Sugar Controlled (HbA1c<8)

70.80 = National 90th Percentile for 2011 Performance Year

California	
	2011
Sharp Health Plan	73.48
Western Health Advantage	68.07
Kaiser Foundation Health Plan Inc. - Southern California	65.91
Blue Shield of California	65.52
UnitedHealthcare of California	64.44
CIGNA HealthCare of California, Inc.	63.25
Kaiser Foundation Health Plan, Inc. - Northern California	63.14
Health Net of California, Inc.	62.44
Blue Cross of California dba Anthem Blue Cross	62.33
Aetna Health of California, Inc.	56.77

National Top 10 Plans (2011)	
Coventry Health Care of Illinois, Inc.	77.37
Medical Associates Health Plan, Inc.- Accreditation	76.46
Security Health Plan of Wisconsin	73.18
Health New England, Inc.	72.83
Excellus BlueCross BlueShield	72.40
Tufts Associated Health Maintenance Organization, Inc.	72.02
Cigna HealthCare of Colorado	71.90
Wellmark Health Plan of Iowa, Inc.	71.53
Fallon Community Health Plan	71.35
HealthAmerica Pennsylvania, Inc.	70.99

**No trend data available as HbA1c <8 measure is new to Right Care. Previously, the HbA1c >9 measure was emphasized*

Diabetes Care: LDL-C Controlled (<100)

58.39 = National 90th Percentile for 2011 Performance Year

California		
	2006	2011
Kaiser Foundation Health Plan, Inc. - Northern California	54.68	66.06
Kaiser Foundation Health Plan Inc. - Southern California	50.85	62.14
Sharp Health Plan	--	59.37
CIGNA HealthCare of California, Inc.	40.63	53.00
Blue Shield of California	44.55	52.99
UnitedHealthcare of California	40.48	51.26
Blue Cross of California dba Anthem Blue Cross	42.17	51.00
Western Health Advantage	41.36	50.00
Health Net of California, Inc.	48.56	47.51
Aetna Health of California, Inc.	40.77	47.27

National Top 10 Plans (2011)	
Coventry Health Care of Illinois	77.13
Dean Health Plan, Inc.	70.16
HealthAmerica Pennsylvania, Inc.	69.53
Group Health Cooperative of Eau Claire	68.07
Kaiser Foundation Health Plan, Inc. - Northern California	66.06
Kaiser Foundation Health Plan of Colorado	64.23
Health New England, Inc.	63.77
Johns Hopkins US Family Health Plan	63.74
Kaiser Foundation Health Plan, Inc. - Hawaii	63.32
Kaiser Foundation Health Plan, Inc. - Southern California	61.32

Diabetes Care: Hypertension Controlled (<140/80)

55.03 = National 90th Percentile for 2011 Performance Year

California	
	2011
Kaiser Foundation Health Plan Inc. - Southern California	68.68
Kaiser Foundation Health Plan, Inc. - Northern California	63.87
Western Health Advantage	51.09
Sharp Health Plan	48.42
Blue Cross of California dba Anthem Blue Cross	48.33
UnitedHealthcare of California	44.22
Blue Shield of California	44.10
CIGNA HealthCare of California, Inc.	43.46
Health Net of California, Inc.	43.05
Aetna Health of California, Inc.	40.86

National Top 10 Plans (2011)	
Kaiser Foundation Health Plan of Georgia, Inc.	71.17
Kaiser Foundation Health Plan Inc. - Southern California	68.68
Group Health Cooperative of Eau Claire	68.07
Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.	66.79
PreferredOne Community Health Plan - MN Commercial	65.33
Health Tradition Health Plan	65.21
Kaiser Foundation Health Plan of Colorado	64.48
Kaiser Foundation Health Plan, Inc. - Hawaii	63.87
Kaiser Foundation Health Plan, Inc. - Northern California	63.87
Johns Hopkins US Family Health Plan	63.74

**No trend data available as Diabetes Care: Hypertension Control is a new measure for Performance Year 2011*

Diabetes Care: Poor HbA1c Control (>9%)

18.25= National 90th Percentile for 2011 Performance Year (*Lower Score Indicates Better Performance*)

California		
	2006	2011
Sharp Health Plan	--	18.49
Kaiser Foundation Health Plan Inc. - Northern California	30.12	19.89
Western Health Advantage	34.06	21.53
Kaiser Foundation Health Plan Inc. - Southern California	28.47	21.98
Health Net of California, Inc.	22.01	24.87
UnitedHealthcare of California	32.94	25.45
Blue Shield of California	24.70	26.32
Cigna HealthCare of California, Inc.	28.47	26.50
Blue Cross of California dba Anthem Blue Cross	30.12	28.00
Aetna Health of California, Inc.	30.22	33.02

National Top 10 Plans (2011)	
Coventry Health Care of Illinois, Inc. HMO/POS and PPO	11.44
HealthAmerica Pennsylvania, Inc.	11.68
Medical Associates Health Plan, Inc. - Accreditation	11.86
Capital Health Plan, Inc.	13.14
Group Health Cooperative of Eau Claire	13.69
Providence Health Plans - Oregon	15.09
Gundersen Lutheran Health Plan, Inc.	15.10
Health New England, Inc.	15.16
Tufts Associated Health Maintenance Organization, Inc.	15.57
United Healthcare of Wisconsin, Inc.	15.84

Persistence of Beta Blocker Treatment After a Heart Attack

91.21 = National 90th Percentile for 2011 Performance Year

California		
	2006	2011
Kaiser Foundation Health Plan Inc. - Southern California	84.89	88.18
Kaiser Foundation Health Plan, Inc. - Northern California	84.28	86.63
Western Health Advantage	74.36	82.93
Health Net of California, Inc.	73.11	79.95
UnitedHealthcare of California	69.39	77.89
Blue Shield of California	70.60	75.13
Blue Cross of California dba Anthem Blue Cross	75.06	71.04
CIGNA HealthCare of California, Inc.	54.76	68.75
Aetna Health of California, Inc.	60.47	65.99
Sharp Health Plan	--	NA

National Top 10 Plans (2011)	
Johns Hopkins US Family Health Plan	100.00
Geisinger Health Plan	98.73
Kaiser Foundation Health Plan of Colorado	98.08
Total Health Care, Inc.	96.67
HealthPlus of Michigan, Inc.	95.65
Health Alliance Plan of Michigan	94.12
Aetna Life Insurance Company (Massachusetts)	93.75
Harvard Pilgrim Health Care, Inc.	93.75
Security Health Plan of Wisconsin, Inc.	93.33
Capital District Physicians' Health Plan, Inc. (CDPHP)	92.55

Diabetes Care: Medical Attention for Nephropathy

89.22 = National 90th Percentile for 2011 Performance Year

California		
	2006	2011
Kaiser Foundation Health Plan, Inc. - Northern California	91.28	94.16
Kaiser Foundation Health Plan, Inc. - Southern California	92.94	93.87
Sharp Health Plan	--	90.51
Blue Shield of California	80.39	90.20
Western Health Advantage	76.89	90.15
UnitedHealthcare of California	81.54	85.74
Health Net of California, Inc.	82.78	85.25
Blue Cross of California dba Anthem Blue Cross	84.12	85.00
Cigna HealthCare of California, Inc.	79.32	84.81
Aetna Health of California, Inc.	83.21	82.42

National Top 10 Plans (2011)	
Kaiser Foundation Health Plan of the Mid-Atlantic States, Inc.	94.70
Kaiser Foundation Health Plan, Inc. - Northern California	94.16
Health New England, Inc.	94.09
Kaiser Foundation Health Plan Inc. - Southern California	93.87
Grand Valley Health Plan, Inc	93.77
Johns Hopkins US Family Health Plan	93.76
Kaiser Foundation Health Plan of the Northwest, Inc.	93.30
Capital Health Plan, Inc.	93.19
AultCare Insurance Company	92.86
Kaiser Foundation Health Plan of Colorado	92.70

Diabetes Care: Eye Exam

72.75 = National 90th Percentile for 2011 Performance Year

California		
	2006	2011
Kaiser Foundation Health Plan Inc. - Southern California	75.67	75.19
Kaiser Foundation Health Plan, Inc. - Northern California	66.37	68.80
Blue Shield of California	59.32	58.80
Western Health Advantage	46.72	58.58
Health Net of California	61.24	58.32
UnitedHealthcare of California	55.61	56.68
Sharp Health Plan	--	56.20
Cigna HealthCare of California	57.81	52.12
Blue Cross of California dba Anthem Blue Cross	59.76	49.00
Aetna Health of California, Inc.	57.79	39.90

National Top 10 Plans (2011)	
Grand Valley Health Plan, Inc.	84.79
Johns Hopkins US Family Health Plan	84.06
Health New England, Inc.	82.99
Health Tradition Health Plan	81.02
Capital Health Plan, Inc.	79.81
Tufts Associated Health Maintenance Organization, Inc.	79.08
Group Health Cooperative of South Central Wisconsin	78.83
Harvard Pilgrim Health Care of New England (NH)	78.83
Anthem Health Plans of Maine, Inc. dba Anthem Blue Cross and Blue Shield in Maine	78.09
Harvard Pilgrim Health Care, Inc.	77.37



Let's Get Healthy California

Governor Brown's Initiative



The Charge

“What will it take for California to be the healthiest state in the nation?”

*Diana Dooley, Secretary
California Health and Human Services Agency
June 11, 2012*



Executive Order B-19-12

Prepare a 10-year plan that will:

- ✓ Improve the health of Californians
- ✓ Control health care costs
- ✓ Promote personal responsibility for health
- ✓ Advance Health equity
- ✓ Not involve additional government spending

Key Plan Components:

- ✓ Establish baselines for key health indicators and standards for measuring improvement over a 10-year period
- ✓ Seek to reduce diabetes, asthma, childhood obesity, hypertension, sepsis-related mortality, hospital readmissions within 30 days of discharge, and increase the number of children receiving recommended vaccinations by age three
- ✓ Identify obstacles for better health



Guiding Principles

- 1) All recommendations shall be based on the best available evidence.
- 2) Addressing the challenges will require recognition of policies emphasizing the important roles that education, housing, transportation, the workplace, and other sectors play in promoting healthy individuals living in healthy communities.
- 3) Particular focus should be given to reducing the inequalities in health status and health care focusing on vulnerable populations and communities in the state.
- 4) The recommendations should aim to control health care costs and be fiscally prudent
- 5) The recommendations should include opportunities to promote personal responsibility for individual health



Guiding Principles (Cont'd)

- 6) The recommendations should consider the strategies for implementation, sustainability over time, and diffusion and spread throughout the state.
- 7) All recommendations should have associated with them performance indicators to assess degree of achievement over time.
- 8) The recommendations should serve as a long-run agenda for the state that transcends changes in public and private sector leadership while taking into account that as some of the objectives are achieved and sustained, they may be replaced by other objectives, and that changes in leadership also bring fresh new perspectives for making California the healthiest state in the nation.



The Berkeley Forum for Improving California's Health Care Delivery System

“Bending the Cost Curve”

Stephen M. Shortell, PhD, MPH, MBA, Chair
Richard M. Scheffler, PhD, Vice Chair
School of Public Health, UC Berkeley



Berkeley Forum Participants

- **Anthem Blue Cross**, Pam Kehaly, President
- **Blue Shield of California**, Bruce Bodaken, Chairman, President & Chief Executive Officer
- **CA Dept. of Insurance**, Dave Jones, CA Insurance Commissioner
- **CA Dept. of Managed Health Care**, Brent Barnhart, Director
- **CA Health & Human Services Agency**, Diana Dooly, Secretary
- **Dignity Health**, Lloyd Dean, Chief Executive Officer
- **Health Net**, Jay M. Gellert, President and Chief Executive Officer
- **HealthCare Partners**, Robert J. Margolis, Managing Partner and Chief Executive Officer
- **Kaiser Permanente**, George C. Halvorson
- **MemorialCare Health System**, Barry Arbuckle, President and Chief Executive Officer
- **Monarch HealthCare**, Bart Asner, Chief Executive Officer
- **Sharp Health System**, Michael Murphy, President and Chief Executive Officer
- **Sutter Health System**, Patrick E. Fry, President and Chief Executive Officer
- **US Dept. of Health & Human Services**, Herb Shultz, Regional Director (Region IX)



Goal ⇒ To identify specific actions that California health leaders can take to slow the rate of increase in health care expenditures while maintaining and improving quality and access to care

Bottom Line:

Improve the value of health care services delivered



Some Example Interventions

- **Bundled payments/global payments once expansion of accountable care organizations**
- **Expansion of patient centered medical homes**
- **Palliative Care**
- **Pre-Term Births**
- **Reference Pricing**
- **Reducing Administrative Costs**
- **Sugar-Sweetened Beverage Tax**