



A SERVICE OF

**nrc**  
HEALTH

## A Peek Behind The Payer Curtain

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PREPARED FOR

**The Governance Institute Leadership Conference**

April 2023



## From our CCM



## Sofia Stories

### **78 year old female, MA Member, Dr. Smith**

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- Lives with son and daughter-in-law
- Dx: SCLC 12/21
  - Significant myelotoxicity with chemotherapy but completed chemotherapy
  - Completed preventative radiation treatment to her brain
- Weight Loss trends 100.6 (lowest weight)
- Reports Balance issues, fatigue and weakness, loss of appetite, weight loss, nausea and Shortness of Breath
- Frailty Scale Score: 3

### **Member Goals of Care:**

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- Remain safe in her home and free of falls
- To minimize weight loss during chemo treatments
  - Supporting rationale for goal selection: Optimal health, maintain independence, and QOL
  - Minimize ED visits or IP admissions

### **CCM Team Interventions: (4/21 - 10/11)**

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- Initiate Frail Elderly Protocol
- High Risk RN Education/Follow Up
- Registered Dietician Consult for Medical Nutrition Management
  - Encouraged Small Frequent Meals, Minimize Skipping Meals
  - Increase High Calorie & Protein Food Choices into meals/ snacks
  - Ensure Daily Started
- Advanced Directives

### **Member Impact:**

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- No hospital admissions or ED visits
- No Falls!
- Weight increased to 120# with RD/ RN interventions
- Graduated with Goals Meet!

# Banner Health Portfolio of Services



## Insurance

- Banner Network Colorado
- Banner Health Network
- University of Arizona Health Plans
- Banner | Aetna
- Medicare Advantage Plans



## Ambulatory

- Urgent Care
- Ambulatory Surgery Centers
- Specialty Care
- Primary Care
- Occupational Health
- Cancer Centers
- Imaging Centers



## Acute

- Academic Medical Centers
- Urban Hospitals
- Rural Hospitals
- Children's Medical Center
- Behavior Health Hospital
- Heart Hospital



## Post-Acute

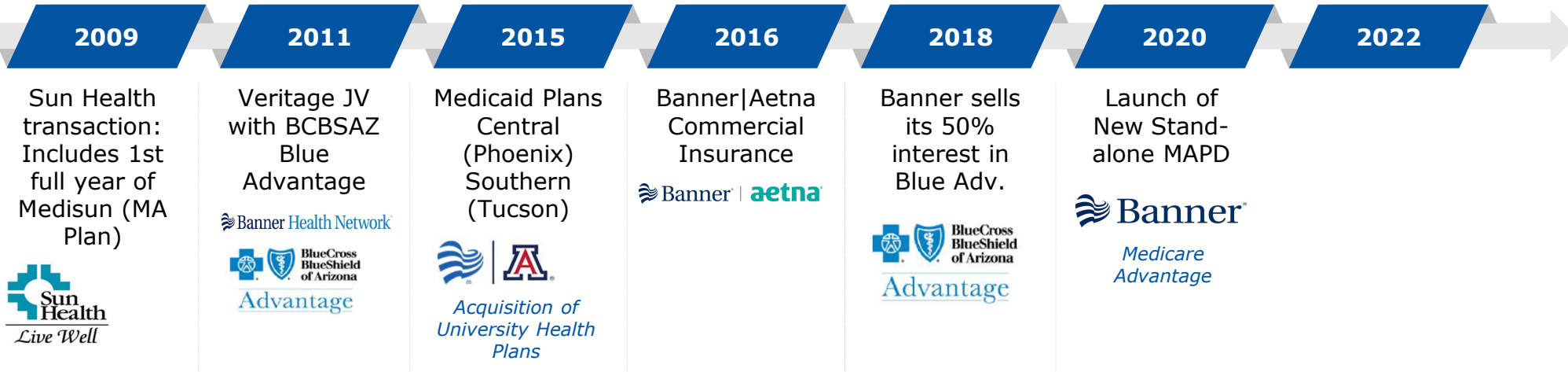
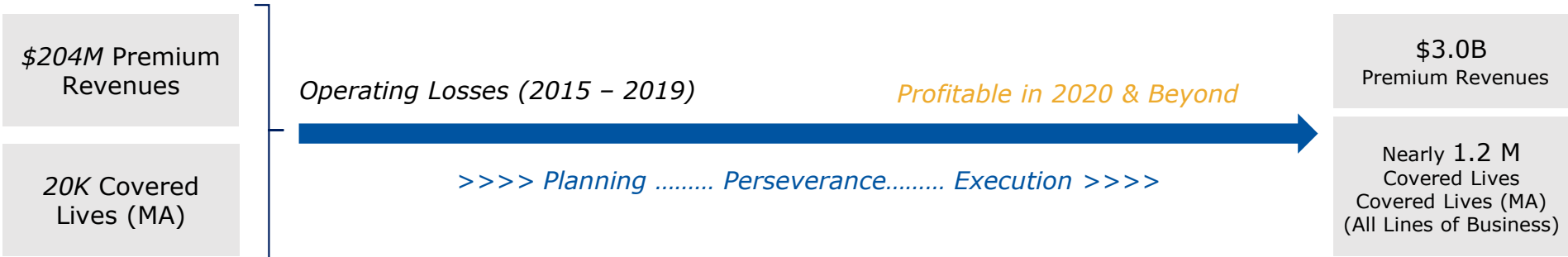
- Inpatient/ Outpatient Rehabilitation
- Skilled Nursing Facility
- Home Health
- Hospice and Palliative Care
- Home Infusion
- Home Medical Equipment



## Services

- Pharmacy Services
- Lab Services
- Telehealth

# History of Growth and Transformation of Banner's Insurance Division



# About Banner Plans and Networks

## Banner Health Insurance Division (Banner Plans and Networks – BPN)

### Health Plans

 Banner® |  aetna™

 Banner  
Medicare Advantage™



Banner  
University Health Plans

### Networks – CINs, ACOs and Other

 Banner Health Network.

 Banner Network Colorado.

 Banner Network Southern Arizona.

## Population Health Services Organization (PHSO) Banner Plan Administration

# Members: Insurance Division Spotlight – Significant Growth in Medicare Advantage and Commercial Individual Membership

Banner Health Network (BHN)	
Product	Membership
Commercial	177,575
Marketplace	49,359
Medicaid	91,569
Medicare	127,743
<b>Total BIM Risk Lives</b>	<b>446,246</b>

Banner Network Colorado (BNC)	
Product	Membership
Commercial	46,415
Medicare	15,644
<b>Total BNC Risk Lives</b>	<b>62,059</b>

Banner Network Southern Arizona (BNSA)	
Product	Membership
Medicaid	43,260
Medicare	1,820
<b>Total BNSA Risk Lives</b>	<b>45,080</b>

Health Plan – All Membership	
Product	Membership
Banner Medicare Advantage	21,976
Banner University Family Care	244,084
Banner Medicare RX PDP	4,293
Banner   Aetna	448,279
<b>Total Health Plan Lives</b>	<b>718,632</b>

*Based on most recent data available December/January*

**1,272,017**

# BHN 2023 Strategic Initiatives



Incentive  
Changes



Performance  
Thresholds



Innovaccer  
Alignment



Data  
Transparency

# BHN PCP Governance Committee Activity



## CIN Governance Goals

Improve Quality of Care

Decrease Avoidable Medical Costs

Improve the Patient Experience

### New CIN Members

- 2 New Practices in 2023
- WELCOME:
  - Amazing Medical
  - Primary Care Clinic

### Performance Benchmarks

- 2023 Addition
  - 4 Star Quality Metrics
  - Risk Recapture/AWV Glide Path
  - Customer Experience (Board)
  - MLR (Board)
- Engagement

### Performance Notifications

- Measures Below Set Benchmark

### Care Standards

- Review of Diabetes Care Standard
- Chronic Kidney Disease Management

### Network

- Data Transparency
- Specialty Engagement

### Escalations

- 4 CIN Board Escalations
- 3 Pending Review – Monitoring by Governance



# HEDIS Support for STARs

## Workflow support:

- **InNote** available in Cerner and Independent Provider EMR
- Registry available on demand

## Pop. Health Outreach Teams:

- PHSO call center/outreach and scheduling with providers
- Standing orders and pharmacists

## Care Mgmt Staff

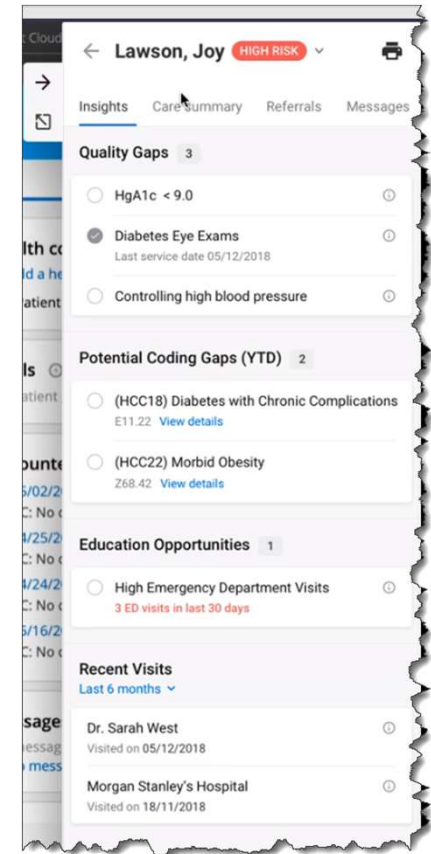
- DM, CCM, Pharmacy

## Peer Governance:

- Targets, standards, and performance review by BHN PCP Gov committee
- Corrective actions and removal can occur for poor performance

## PCP Performance Dashboard

## Aligned Incentives



# 2023 BHN Customer Experience Incentive

## BHN incentive plan adapted in 2023 to align with STARs/CAHPS weightings

- 10% of Shared Savings payments are withheld and paid out **based on CAHPS STAR levels**
  - Measured by Medalia surveys for BMG/BUMG, and a QR code/mobile device survey for independent offices
  - “Top-box” scores aligned to STARs level, with increasing incentives at 3, 4, and 5 STARs
- As high as **\$50k** per PCP based on 2022 high performers

## 2 Focus Areas in the Composite:

- **Access to Care** - I was able to get an appointment in a timely manner
- **Care Coordination** – The provider’s office helped manage my care among providers and services

## Why Access and Care Coordination?

- High impact in 2023 (**quadruple weighted**)
- High opportunity
  - Both 2 STAR levels currently for Banner MA-Duals



# Individual TIN impacts -> 2023 Network Goals

## Customer Experience

### MLR (Medical Loss Ratio)

1. Decrease Avoidable Utilization
  - IP – 8 Admits/month
  - ED – 42 Visits/month
  - Readmissions – 6 readmissions/month
2. Accurate Disease Burden Documentation
  - Risk Recapture

### Quality

1. Focus on all Incentive Metrics
  - 100-day supply Oral DM
  - Controlling Blood Pressure
  - Management of DM
  - Cancer Screening
2. Medication Adherence
  - 100-day supply on antihypertensives/statins

