Driving Toward Integrated Delivery Systems

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Taking on Financial Risk
Our IPA and CMO

Montefiore IPA
- Formed in 1995
- MD/ Hospital Partnership
- Contracts with managed care organizations to accept and manage risk
- Over 4,900 providers
  - 3,000 physicians
  - 1,900 employed
  - 500 PCPs

CMO
- Established in 1996
- Wholly-owned subsidiary of Montefiore Medical Center
- Performs care management delegated by health plans as well as other administrative functions, (e.g. claims payment, credentialing)
Overview of Value-Based Payment Arrangements at Montefiore

<table>
<thead>
<tr>
<th>Source</th>
<th>2015 Population</th>
<th>2015 Est. Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Contracts</td>
<td>220,000</td>
<td>$1,360m</td>
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<tr>
<td>Shared Risk</td>
<td>170,000</td>
<td>$1,122 m</td>
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<tr>
<td>Medicaid Health Home (Care Coordination)</td>
<td>10,000</td>
<td>$18 m</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>400,000</strong></td>
<td><strong>$2,500 m</strong></td>
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**Goal: To reach 1,000,000 covered lives**
Knowing Our Patient Population

Role of Data + Care Management

- 8% Generate 55% of Medical Expense
- 5% Dual Eligible
- 12% Diabetes
Acting As Air Traffic Controllers
Care Guidance

Patient Centered Medical Home (PCMH) Team

Individualized Care Plans

Accountable Care Management Team
- Accountable Care Manager
- Nurse
- Social Worker
- Patient Educator
- Behavioral Care Manager

Supporting Role:
- Pharmacist
- Physician

CMO Program Offerings
- Intensive Case Management
- Chronic Care Management
- Palliative/ End of Life Care
- Behavioral Care
- SNF Management
- Telemonitoring
- Medical House Calls
- Pharmacist Review
- Care Transitions
- ED Case Management
Finding Pioneer ACO Success
Year 1, Year 2 and Year 3

• One of original 32 selected by CMS in 2011

• Only one in New York State
  – Montefiore plus 5 other hospitals, 3 FQHCs
  – 3,400 physicians

• Most financially successful Pioneer ACO in PY1, PY2 and PY3—$62 million savings to Medicare
  - Montefiore ACO share: $35 million

• 49,000 attributed beneficiaries in PY4
  – ~15,000 duals
  – Estimate that 9% = 55% of spend
Montefiore - The Future: Reaching One Million Lives Under Value Based Arrangements ("UBA")

- Serve newly insured individuals enrolling in exchanges / Medicaid
- Focus on high value populations such as duals
- Broaden existing plan partnerships to grow market share
- Develop new partnerships with key provider networks
- Expand into new geographic areas