



MA DSRIP

TA marketplace

MassHealth Technical Assistance

Introduction to Stroudwater

October 31, 2018

Hosted by:

Cindy Wicks, Principal

Louise Bryde, Principal



ATLANTA | NASHVILLE | PORTLAND, ME
STROUDWATER

Stroudwater Associates

 **800-947-5712**

 www.stroudwater.com

Thank You for Your Time Today

#CHAMPS



So why Stroudwater?

- We work exclusively with healthcare clients, and are proud to serve clients in all 50 states
- Our consultants include executives from health plans, health systems, ACOs, FQHCs, and physician practices
- Through our work with some of the MassHealth organizations, we are familiar with Massachusetts and the MassHealth initiative
- The Stroudwater consultants you meet are the ones you work with
- We bring direct experience and expertise with both payers and providers
- Our founder ends each internal meeting with, “Let’s go out and do some good!”

Introducing the Stroudwater MassHealth TA Team

Cynthia Wicks



Louise Bryde



Heidi Larson



Carla Wilber



Mike Fleischman



John Behn



Keith Bubblo



Janet Porter



Chris Counihan



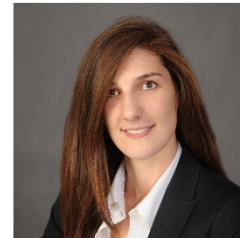
Opal Greenway



Clare Kelley



Lindsay Corcoran



Ryan Sprinkle



Rahul Ghotge



Matt Mendez



Team Credentials

The team includes:

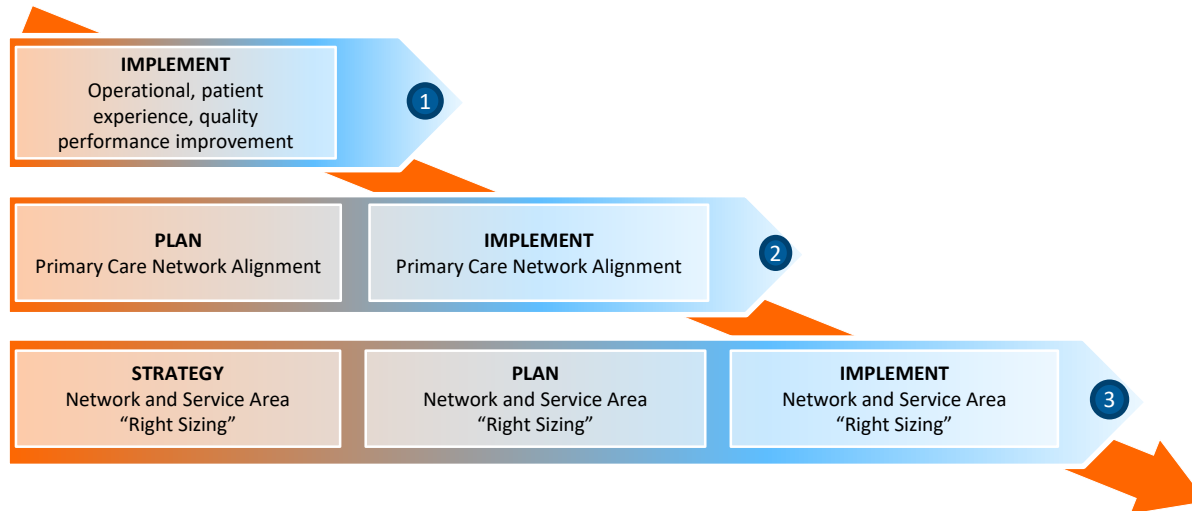
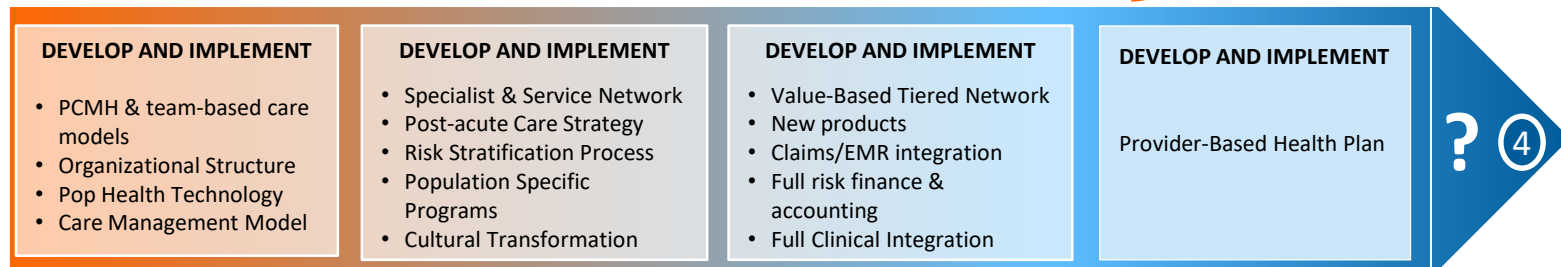
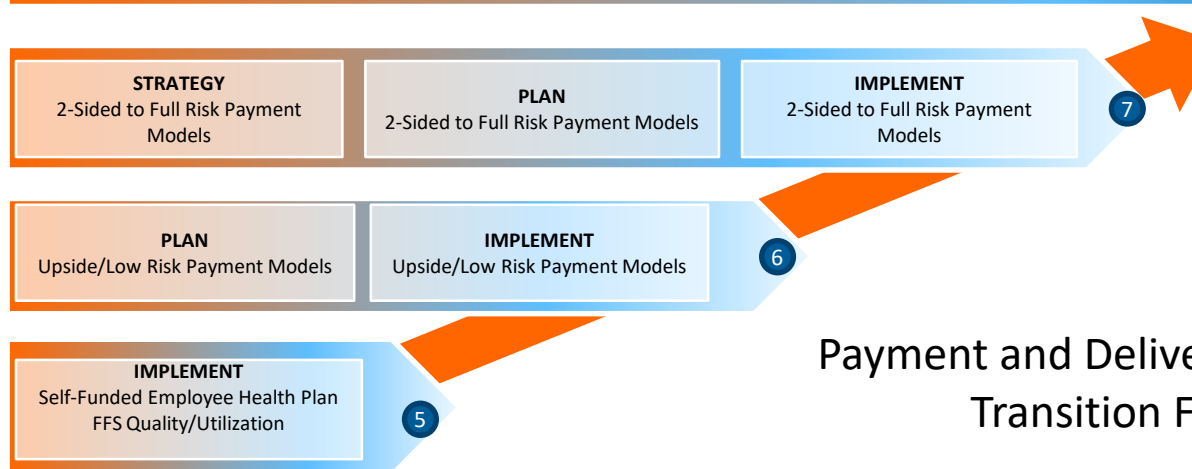
- **Primary care physician** with private practice and ACO experience around quality, cost, and utilization, and a passion for team-based care, including behavioral health and physical health care integration
- **Former clinicians** with care management and quality expertise within payer, ACO and provider organizations—care management models, care coordination and transitions of care, utilization management, quality metric improvement and reporting, data and population-driven program development
- **Prior state Medicaid** program executives
- **Prior payer executives** with experience in medical management and health plan operations, and provider network and value-based reimbursement contracting
- **Prior ACO Executives** with expertise in strategy, organizational structures, risk models, funds flow models, data and informatics, contracts and negotiations
- **CEOs and CFOs** of hospitals, physician practices, behavioral health organizations, FQHCs, RHCs, and critical access hospitals
- **Data analytics** and informatics staff

Introducing Stroudwater Markets and Service Lines

Stroudwater offers a full range of consulting and advisory services to providers and payers:

Service Line	Community Markets	Rural Markets
Performance Improvement	✓	✓
Physician Services	✓	✓
Population Health	✓	✓
Affiliations	✓	✓
Revenue Cycle	✓	✓
Analytics	✓	✓
Facilities and Capital	✓	✓

Population Health Readiness Assessment and Strategy

DELIVERY
SYSTEMPOPULATION
HEALTH
MANAGEMENT
(INTEGRATED
DELIVERY
AND
PAYMENT
SYSTEM)PAYMENT
SYSTEMPayment and Delivery System Reform
Transition Framework

Stroudwater MassHealth Domains 1, 2, 7 & 8

ACTUARIAL AND FINANCIAL

- Provider Incentive Alignment
- Funds Flow Models
- Total Cost of Care & Root Cause Analyses
- Actuarial Services

CARE COORDINATION / INTEGRATION

- Care Integration & Transitions of Care
- Care Management Models & Programming
- Team-Based Care Redesign
- Behavioral Health and LTSS Integration

PERFORMANCE IMPROVEMENT

- Strategic & Tactical Planning
- Quality Improvement Programs
- Revenue Cycle/Billing/Coding
- Work Flow Redesign
- Staffing Optimization

POPULATION HEALTH MANAGEMENT

- Population-Specific Program Development
- Risk Stratification & Data Driven Interventions
- Total Cost of Care Management
- Innovation Identification and Implementation
- Medical Management Models

Ending Comments

- Thank you for attending this brief introduction to Stroudwater
- If you have further questions, please send them to Cindy Wicks, cwicks@Stroudwater.com
- We are in the Massachusetts area frequently, so if you would like to meet with us in person to discuss your particular needs, we would be happy to do so
- Stroudwater is also willing to partner with other complementary TA firms. If your concerns require expertise Stroudwater does not have, we will be glad to discuss how we could work together with other TA firms.
- Stroudwater has extensive experience with affiliations (from mergers and acquisitions to partnerships and contractual relationships), so if more than one ACO and CP wish to combine resources under one unified project, Stroudwater will have no difficulty working with multiple stakeholders on a larger-scoped project.

Contact Information

Cindy Wicks, Principal and Population Health Service Line Lead

MassHealth TA Liaison

cwicks@Stroudwater.com

774-328-1316

Louise Bryde, Principal

lbryde@Stroudwater.com

404-790-8251

For purposes of the MassHealth TA work, please contact either Cindy Wicks or Louise Bryde.

Domain 2: Care Coordination/Integration

Question:

Can Stroudwater help clients develop or improve their transitions of care and care coordination processes?

Answer:

Yes. Our team has extensive experience working with healthcare organizations regarding care management, care coordination, and transitions of care processes & tools. We work with clients in a variety of settings, including ACOs, health plans, and hospitals. We recently helped a new Medicaid ACO develop comprehensive CM workflows to clearly delineate roles and responsibilities among the ACO itself, their partner MCOs, their Community Partners, and the PCPs.

The workflows addressed completion and sharing of key CM steps such as performing comprehensive patient assessments and care plans and also addressed ongoing patient communications and hand-offs to ensure coordinated follow-up with their shared members/patients.

Other examples include our work with hospitals to improve their patient discharge processes, including adoption of a standardized discharge planning checklist to increase consistency in their overall discharge process and our work with health plans to identify and address root causes of potentially avoidable admissions, readmissions and ED utilization.

Domain 7: Performance Improvement

Question:

The MassHealth “one to multiple” relationship is complex and administratively burdensome. Does Stroudwater have experience streamlining workflows and processes, especially among different organizations?

Answer:

Stroudwater has an entire team of experts, including staff with LEAN certification, who do process improvement work within a variety of healthcare organizations. Stroudwater staff performance improvement work includes:

- Care management workflows in and between ACO and health plan organizations
- Redesigning work processes in hospital turnaround situations
- Improving workflows in PCP offices with both clinical staff and operational staff
- Streamlining work processes in credentialing departments, reducing staff by 15 FTEs in one and reducing costs by 20% in another
- LEAN process improvement between a payer and one of its large contracted hospital systems to streamline the work flows between the two organizations. Work focused on billing and claims questions between their billing department and the provider service call center at the health plan, reducing calls the provider needed to make to the payer call center by 30%
- Network leakage analyses for ACO led to the development of a centralized scheduling call center in one example and a change in the benefit design for a self-insured hospital system in another

Stroudwater’s Revenue Cycle Solutions group has:

- Worked with clients to improve call center performance. These engagements have led to improved staffing matrices, process flows, and improved scripting and proactive dispute resolution, resulting in lower call volume and improved customer experience
- Improved performance of patient scheduling functions across multiple locations, with results including improved physician productivity, lower customer complaints, improved data collection, increased cash flow, and lower denial rates
- Improved clean claim submission, lowered production costs, increased staff retention, increased revenue cycle command and controls

Domains 2 & 8 Care Coordination/ Population Health Management

Question:

What experience does Stroudwater have in implementing team-based care in the primary care practice setting?

Answer:

Stroudwater has worked with small rural primary care practices and primary care practices within large multi-specialty groups. We work with the practices to develop a scalable model for a high-functioning practice whereby providers, staff, patients, and families work together to improve the health and well-being of a panel or population of patients while reducing reliance on sick or episodic care. Some of the goals are listed below. Additional benefits of a well implemented team-based care model are the restoration of the physician/patient relationship and the assurance that primary care providers no longer have to spend every evening catching up on medical record documentation.

Goals:

- Enhance productivity by creating more efficiency in practice workflow
- Use standardized protocols and a redistribution of the clinical workload to reduce variation and improve quality and health outcomes
- Embed and integrate care management and care coordination functions at the team level to surround high- and rising-risk populations with additional layers of support
- Apply data analytics to deliver real-time, actionable information directly to the point of care
- Leverage team-based care model to develop protocols for diabetes management, hypertension, heart disease, COPD, etc.
- Standardize network approach to Advance Care Planning and provide education to patients in the primary care practice setting about palliative care options, advance directives, POLST, etc.
- Enhance team communications through weekly team meetings
- Share experiences, learn about team members' special talents and skills so they can be leveraged to the benefit of the practice and patients

Domain 1: Finance and Actuarial

Question:

Does Stroudwater have experience with risk-based reimbursement models and aligning provider, staff, and organizational incentives?

Answer:

Yes, Stroudwater staff have extensive experience with risk-based reimbursement models, bundled payment models, and payer/provider contracts and negotiations. We also have extended staff resources to assist with actuarial types of analyses as well. Stroudwater staff have direct experience with funds flow models, physician compensation, and alignment with incentive metrics.

We can work with the providers to determine models that allow for shared incentives, including extended care team members where appropriate. In the case of MassHealth, that may include such providers as the CPs, post-acute care providers, or home care providers. We are working with a current client to determine a strategy to address incentives to engage specialists, such as the use of bundled payments and other innovative ideas in a new incentive/alignment model.

Domain 8: Population Health Management



Question:

Our ACO has a high volume of members with substance abuse disorders. Can Stroudwater help our PCPs manage the substance abuse patients in our population?

Answer:

One of the most effective means to address the opioid crisis begins with the development of a comprehensive, community-based prevention program driven through the primary care delivery system. Stroudwater works with Primary Care providers to define and implement a program that will meet the needs of their patients and reflects the practice's and community's resources and capabilities.

A program would include things such as responsible prescribing, prescription management, treatment for addiction, including medication-assisted treatment services embedded in the primary care setting, and treatment plans that include the utilization of community resources available to support the patient's needs.

We can assist you in developing or strengthening a consortium to address prevention, treatment, and/or recovery needs in your communities. Together with your team, we will perform a gap analysis to optimize current strengths and identify vulnerabilities in existing service area resources. We will study successful programs from around the country and combine them with our own innovative approaches to develop a comprehensive strategic plan that addresses the gaps in prevention, treatment (including MAT), and/or recovery services and access to care identified in the analysis. We will develop research methodologies to identify sources of diversion and misuse at a local level to build an effective prevention strategy.

Domain 7: Performance Improvement- Staffing Optimization

Question:

Has Stroudwater done work assessing staffing models and productivity?

Answer:

Yes, Stroudwater has worked with a variety of clients to assess and restructure their current staffing organizational structure, staffing ratios, and roles and responsibilities. We assist the client to assess staffing productivity and to develop and implement on-demand staffing models to address variable workload demands as one possible solution.

Domain 2: Care Coordination/Integration

Question:

How does Stroudwater help clients develop an effective Care Management (CM) Program? What are the most important factors to consider?

Answer:

Stroudwater helps organizations develop and implement targeted CM programs and interventions for their identified highest risk/highest cost patients. For example, Stroudwater recommended that a health plan client expand their home telemonitoring program for heart failure members based on their high ED utilization.

We assess resources and infrastructure the organization may already have in place to provide comprehensive care management services such as:

- CM staffing resources
- CM platform
- Risk stratification process & criteria

We assist our clients to determine the best care management model for their organization, as well as CM staffing roles and responsibilities.

Domain 2: Care

Coordination/Integration (continued)

Answer continued:

We work with our clients to create a profile of their members/patients, using their patient demographic, clinical, and cost data, including:

- Age, gender, and geographic distribution of patients in their service area
- Top 5-10 clinical conditions/diagnoses by cost and by frequency for physical health and behavioral health
- Individual patients with highest utilization for inpatient hospital & ED

Other examples of consultant experience include:

- Introducing standardized protocols for chronic disease management and leading adaptation and implementation in independent primary care practices in Maine on behalf of a local PHO
- Expanding patient engagement opportunities by developing personalized patient flowsheets for management of multiple chronic conditions such as COPD, heart failure, depression, diabetes, asthma and hypertension.

Domain 7: Performance Improvement- Patient Scheduling and Access

Question:

We have very specific issues with scheduling and patient access across multiple locations. How can Stroudwater assist us?

Answer:

Stroudwater Revenue Cycle Solutions has worked with hospitals, physician practices, and other healthcare providers to address issues stemming from subpar, ineffective scheduling and patient access performance. Poor scheduling and patient access contribute to ineffective physician practice management, increased denials and poor customer service. The goal of our improvement initiatives is to improve the consistency of information collected, the quality of result, and the customer experience.

Stroudwater focuses on developing an accurate process map for each area of interaction. The process map includes internal and external participant interviews and data analytics to re-design processes to ensure consistent outcomes. The interviews and data analytics inform system redesign, proper scripting, improved data collection, lower call volume and reduced patient wait times.

Participants experience improved physician productivity, lower customer complaints, improved data collection, increased cash flow and lower denial rates. Additionally, participants implement robust reporting criteria aimed at the proactive identification of issues, which improves customer and provider satisfaction.

Domain 7: Performance Improvement- Call Center Functionality

Question:

We have customer service issues. How can this project help us?

Answer:

Over the past three years Stroudwater Revenue Cycle Solutions has worked with hospitals and multi-site physician clinics to improve call center functionality. The goal of these projects has been to improve the customer experience while adding consistency and compliance to the process. Many of our clients experience poor results from their internal call center. These poor results include customer frustration, duplicative calls, poor or improper information collection, physician frustration and ultimately loss of consumer confidence and leakage.

Stroudwater focuses on understanding the needs, culture, technology and abilities of each call center. Analysis includes employee, physician and customer interviews combined with detailed call center data analysis. Based on the analysis, Stroudwater provides new/improved staffing matrices, process flow maps, improved scripting and ongoing customer outreach/ surveys. Stroudwater also assists in the development of data extraction, analysis and proactive dispute resolution.

Participants experience lower call volume and improved customer experience due to the implementation of quality standards for each call. Additionally, many participants lower staff FTE levels within the call center based on improved policy and procedures. Process flow ensures that each call is queried appropriately to ensure that proper outcome is achieved.

Domain 7: Performance Improvement-Revenue Cycle

Question:

We have problems with our revenue cycle. How can Stroudwater help us?

Answer:

Over the past several years, Stroudwater Revenue Cycle Solutions has worked with multiple organizations throughout the country to implement performance improvement plans aimed at ensuring both short- and long-term success. We have worked with small and large community hospitals, critical access hospitals, academic medical centers and both provider- and hospital-owned physician practices.

The core components of the performance improvement process are to establish strong revenue cycle fundamentals focused on quality and customer experience. These core components vary based on the needs, abilities and experiences of the organization. Stroudwater customizes the approach to ensure accountability, ownership and sustainability. We engage revenue cycle staff throughout the organization to first understand their individual needs and then leverage comprehensive analytics to implement best practices and ensure consistent, compliant results.

Participants in the performance improvement process have experienced both short- and long-term ROI. Additionally, many have experienced improved clean claim submission, lower production costs, increased staff retention, lower ancillary service leakage, improved revenue cycle staff morale, increased revenue cycle command and control and, most importantly, improved customer experience.

Domain 7: Performance Improvement-Compliance

Question:

We have some compliance issues. Can Stroudwater help us?

Answer:

Over the past several years, Stroudwater Revenue Cycle Solutions has worked with hospitals and physician practices to implement governance and compliance plans. These plans have included the implementation of both hospital and physician-based compliance teams/protocols dedicated to govern all areas of revenue cycle functionality. Many of our clients have experienced the results of ineffective compliance protocols. These subpar results have placed the financial viability of both hospital and physician practices alike in jeopardy.

Stroudwater focuses on developing a fundamentally strong, redundant compliance protocol that includes both governance and implementation components. The goal of the review is to ensure all areas of risk are addressed and mitigated. Stroudwater works with participants to develop clear leadership, accountability and ownership of compliance stakeholders. Additionally, Stroudwater assists in the development of policies, procedures and reports to govern areas of concern. Typical areas include, but are not limited to: physician documentation, PHI, HIPAA, billing/claim submission, coding/revenue recognition, and compliance staff interaction/documentation.

Participants experience greater command and control of their compliance protocols. The re-design of operations is customized to the size and scope of the participant to ensure successful implementation and ongoing sustainability. Improved governance allows each participant to handle issues effectively, timely and with appropriate outcomes.