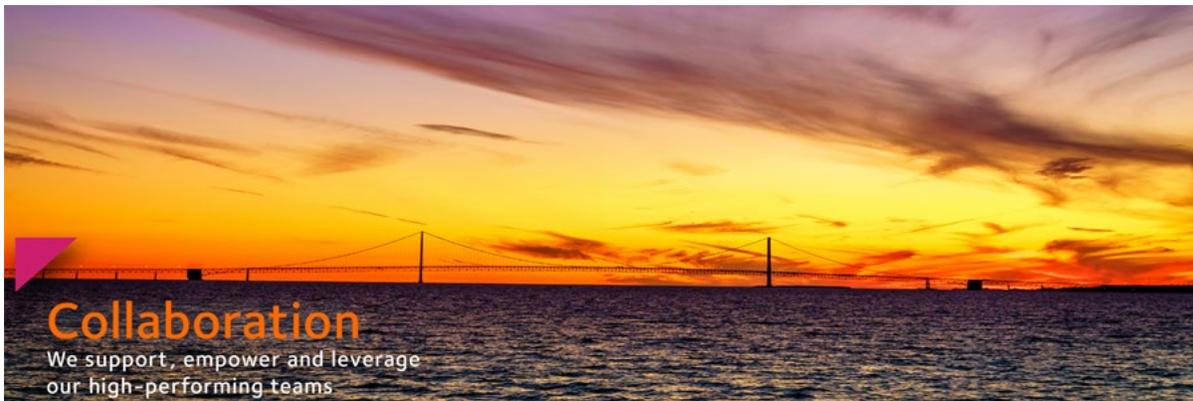


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Medicare's Pathways to Success - Application submitted July 24, 2019

Overview

In December, the Centers for Medicare & Medicaid Services (CMS) announced a new direction for ACOs. To ensure the ACO program delivers the most value, Pathways to Success was created and designed to advance five goals: Accountability, Competition, Engagement, Integrity, and Quality.

Most notably this five-year program requires ACOs to take on down-side risk in exchange for greater upside opportunity at a faster rate. A Pathways Workgroup involving representatives from each of our participating Chapters, Milliman (for actuarial analyses) and Navigant (to support program planning) worked for six weeks to determine the best path forward for the Federation ACO.

Outcome

The Affirmant Board approved the Federation ACO Board and Workgroup's recommendation to move forward on the application for Pathways to Success. Changes can be made to our track selection and beneficiary assignment can be made up until October 10; the Workgroup will continue to explore which option best fits our ACO.

An immediate area of focus for the Federation ACO is appropriate capture of patient risk scores and re-billing as necessary for dates of service between August 2018 and December 2019. Navigant is working on reports for Hierarchical Condition

Category (HCC) coding opportunities by sites. Reports will include:

- HCC scores by provider, clinic, and Chapter
- HCC recapture rate by provider, clinic, and Chapter
- Unspecified diagnoses usage
- Patients who have not seen a PCP in 2019

Pathways to Success Timeline

	Pathways to Success: Important Milestones and Meetings	Affirmant Team	Pathways Workgroup	Chapters	ACO Board of Managers	Affirmant Board of Managers	Existing Providers	New Providers
6/5/19	Pathways to Success Workgroup – Meeting 1 Topics: Project Planning & Level-setting COMPLETE	x	x					
6/8-7/8	Existing participating providers to sign amended participation agreement	x		x			x	
6/11	Submit Notice of Intent to Apply COMPLETE	x						
6/18	Pathways to Success Workgroup – Meeting 2 Topics: Milliman Report-out & Financial Analysis (Originally scheduled as the Federation ACO Board Meeting) COMPLETE	x	x		x			
6/20	Pathways to Success Workgroup – Meeting 3 Topics: Milliman Report-out & Financial Analysis (Originally scheduled as the Affirmant Board Meeting) COMPLETE	x	x			x		
7/8	Submit amended participation agreements			x				
7/10	Pathways to Success Workgroup – Meeting 4 Topics: Financial Analysis of Clinical Strategy Development, Infrastructure and Implementation Model Comparison (Build vs. Buy)	x	x					
7/16	Federation ACO Board Meeting Approve Pathways recommendations	x			x			
7/18	Affirmant Board Meeting Approve on Pathways recommendations	x				x		
7/29	Pathways to Success application due (completed 7/24)	x						
8/26	Deadline: Request for Information Period #1	x						
9/19	Deadline: Adding new participants for 1/20/20	x						
	Deadline: Request for Information Period #2	x						
10/1	Deadline for participating providers to terminate participation prior to the commencement of the Pathways to Success						x	x
10/10	Deadline: Request for Information Period #3 – Final opportunity to change assignment methodology and track	x						
12/19	Sign final agreement to participate in the Pathways to Success Program	x						
1/1/20	Start of Pathways to Success Program							

MIPS Update

In 2018, the Federation ACO earned a performance-based MIPS score of 100%

	Quality 	Promoting Interoperability (PI) 	Improvement Activities 	
Federation ACO Score	50/50	30/30	20/20	= 100% Quality Score
Activity	The Federation ACO reported on quality measures on behalf of all participating providers	Providers reported on PI objectives	Participating providers automatically received points based on the requirements of participating in the Federation ACO	

What is the Impact?

- Better care for patients
- Providers receive the maximum performance-based payment beginning

1/1/2020

- The Federation ACO will receive the full 50% of Medicare Shared Savings for 2018

What is MIPS?

CMS has established the Quality Payment Program to reward value and outcomes in one of two ways: Merit-based Incentive Payment System (MIPS) and Advanced Alternative Payment Models (APMs). If you participate in the Federation ACO's Medicare Shared Saving Program (MSSP) for 2018, and not in CPC+ or another Advanced Alternative Payment Model (APM) with downside risk, then you will earn a performance-based payment adjustment to your Medicare payment based upon the collective annual MIPS score for the Federation ACO.

Quality represents half of the MIPS score using 31 nationally recognized quality measures that span four key domains:

- Patient/Caregiver Experience
- Care Coordination/ Patient Safety
- Preventive Health
- At Risk Population (e.g., mental health, diabetes, hypertension and Ischemic Vascular Disease)

Congratulations to our Chapters and participating providers on this tremendous accomplishment!

Clinical Transformation Committee - Updates

Clinical Priorities for 2019 and beyond

The Clinical Transformation Committee (CTC) has been developing a plan for the next set of Clinical Priorities with input and development from other Affirmant committees and consultants, Milliman and Navigant. The group has agreed that the current priorities of Post-Acute Care, Care Management, Pharmacy, and Chronic Diseases (Heart Failure and COPD) are still the right priorities. This information has been presented to the Affirmant Board of Managers and the Federation ACO Board this month and has been accepted. The CTC will identify the tactics for each priority area later this year.

For more information on the Clinical Priorities, we have included a summary document to prepare you for the continued, improved and new developments in the coming years.

New Officers Appointed

At the June 20 Board of Managers meeting, new officers were elected for a one-year renewable term starting July 1, 2019. The newly elected officers are:



Chairperson:

Diane Postler-Slattery, PhD



Vice Chairperson:

Bruce Muma, MD



Treasurer:

Kevin Albosta



Secretary:

Scott Larson, MD

Welcome James F. Dover, President and CEO of Sparrow Health System



In June, Sparrow appointed James F. Dover as President and CEO. The Affirmant Health Partners team welcomes him to Michigan and our Super Clinically Integrated Network.

To learn more about Sparrow Health's President and CEO, James F. Dover, click the link below.

[About James Dover](#)

Welcome, Becky Trella, RN, MSN

Clinical Operations Executive

Welcome, Becky to the Affirmant Team. Becky has 30 years of experience in various management roles at Chicago-based Advocate Health Care, one of the largest non-profit health systems in the Midwest and the largest Accountable Care Organizations in the nation. Her last role at Advocate was vice president for Post-Acute Network and prior to that Vice President for Advocate Physician Partners, their clinically integrated network.

During her tenure at Advocate Physician Partners Becky implemented innovative programs to manage their attributed populations. As the VP over Advocate Physician Partners' medical services department, she led their work to centralize ambulatory care management, referral management, quality and credentialing as well as obtain delegated medical management and launch their clinical integration program.

Becky's most recent role was at Bronson Healthcare where she was the vice president of Post-Acute Care and Care Management. Becky implemented numerous programs to coordinate care and assure patients were managed at the least restrictive most appropriate settings. She was also operationally responsible

for their skilled nursing facility and home care company and the following system-wide services; inpatient case management, utilization management, ambulatory care management, social worker, rehabilitation, employee health, geriatric and palliative care.

Her education includes a bachelor of science in nursing from Northern Illinois University and a master of science in geriatric nursing from Loyola University of Chicago.

Welcome, Marla Beyer

Analyst II Clinical Information Systems

Marla Beyer joined the Affirmant Health Partners team in June of 2019. Marla comes from Bronson Healthcare and brings 8+ years of experience in Information Technology mainly focused on implementing and supporting Epic, Bronson's electronic health record.

In her free time, she enjoys spending time with her husband, daughter and son. They can be found attending sporting events at Western Michigan University (GO BRONCOS!), or one of the kid's soccer, baseball, basketball, cross country or track events.

We are very happy to add Becky and Marla to our team and would like our members to join us in welcoming Affirmant's newest team members.

Committee Structure and Updates

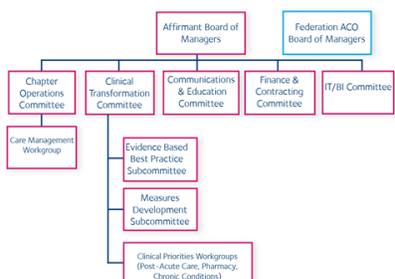
July 2019 Highlights

Current Focus

- 1 Pathways to Success application and plan
- 2 HCC documentation and re-billing
- 3 HAP Contract
- 4 HAP/PHP/Priority/Affirmant Collaboration

Top Decisions Made

- 1 Both the Federation ACO and the Affirmant Board of Managers approved applying for Pathways to Success
- 2 Approval of the revised accountability and governance models
- 3 Use HCC project as a test case for how to support our efforts, engaging outside help as needed



Our Organization is physician-led and professionally managed. The Board of Managers consists of two representatives from each member system and a few advisors.

[Read More: Committee Structure and Updates](#)

The 2018 Value Report is available now!

Affirmant Health Partners 2018 Value Report



Available to view online at issuu.com and to order
Request a copy today!

The 2018 Value Report is now available to all members for viewing electronically through issuu.com as well as in hard copy form. The report will also be accessible soon on the ["About Us" page at affirmant.com](http://affirmant.com). We would like to thank everyone who had a hand in updating information for this year's report and congratulate all of you for a very successful 2018!

Please write to us at info@affirmant.com to request a copy (or multiple copies) today.

[Click here to view Affirmant's 2018 Value Report on issuu.com](http://issuu.com)

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We're on [Instagram](#), too! Follow us today [@affirmanthealth](#)

Affirmant is on [LinkedIn](#), [Facebook](#), [Instagram](#) and [Twitter](#) to connect with current and potential stakeholders. This is also a great way for us to highlight the important work our member systems are doing as well. If you are active on any of these platforms, please find us and comment or even tweet at us [@Affirmant](#).



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Thank you for being a valued member of Affirmant!