



NAACOS

Affinity Group Meeting on ACO Operations

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October 31, 2023 from 3 pm – 4 pm ET

Introductions.....



Tori Bratcher
Director of APM Operations
Trinity Health



CarolAnn Hudson
AVP, Clinical & Quality Operations, Population Health
Lifepoint Health



Matt Duckworth, DHA, JD, MS
Director, Network Operations
Vanderbilt Health Affiliated Network

One of the Largest Catholic Health Care Systems in the Nation

\$21.6B

In Revenue

27

States

1.6M

Attributed Lives

8

MSSP
ACOs

\$11B

Cost of Care
Accountability

121K

Colleagues

8.2K

Medical Group
Physicians and
Providers

28K

Affiliated Physicians

101

Hospitals*

17

Clinically Integrated
Networks

126

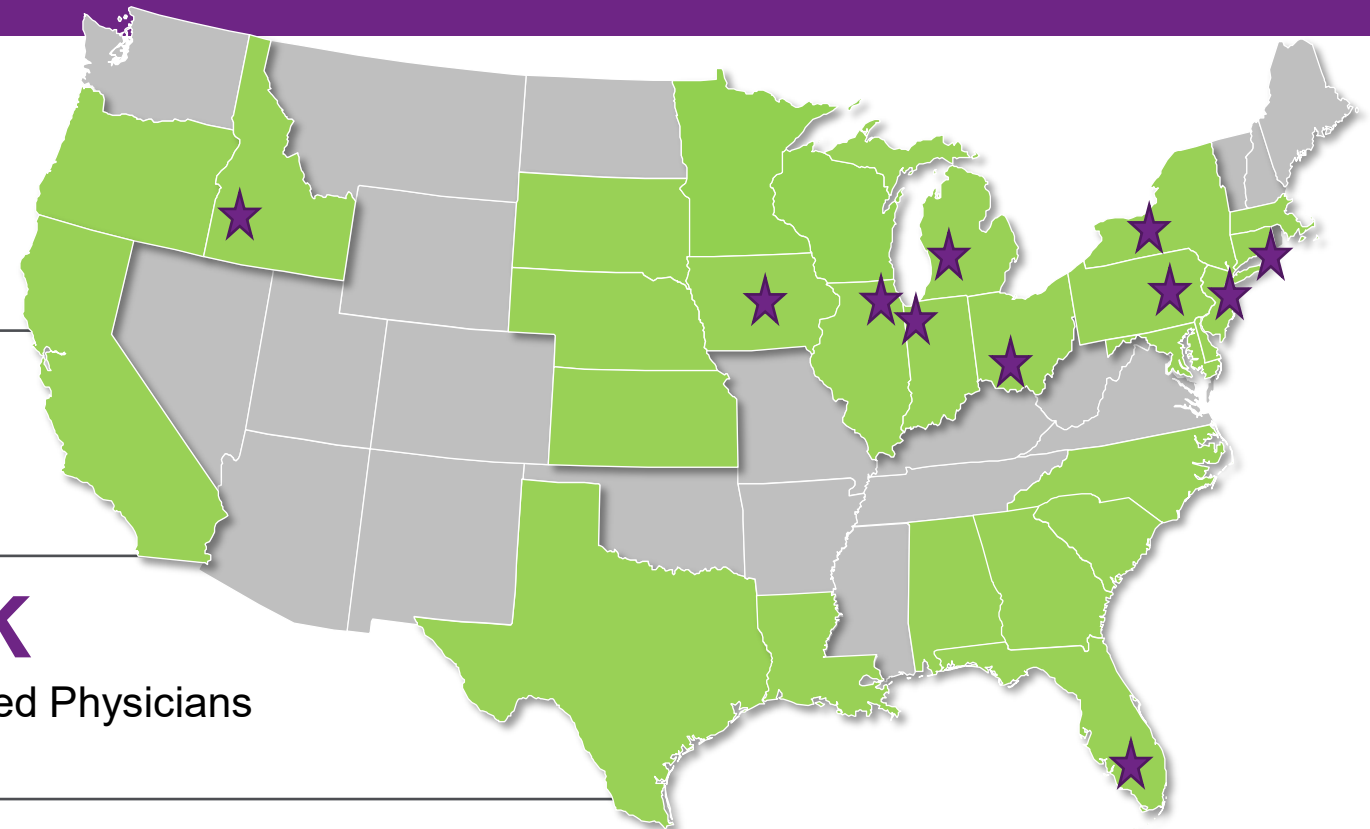
Continuing
Care Locations*

23

PACE Center
Locations*

136

Urgent Care
Locations*



FY23 data unless noted, *Owned, managed or in JOAs or JVs.

OUR FOOTPRINT



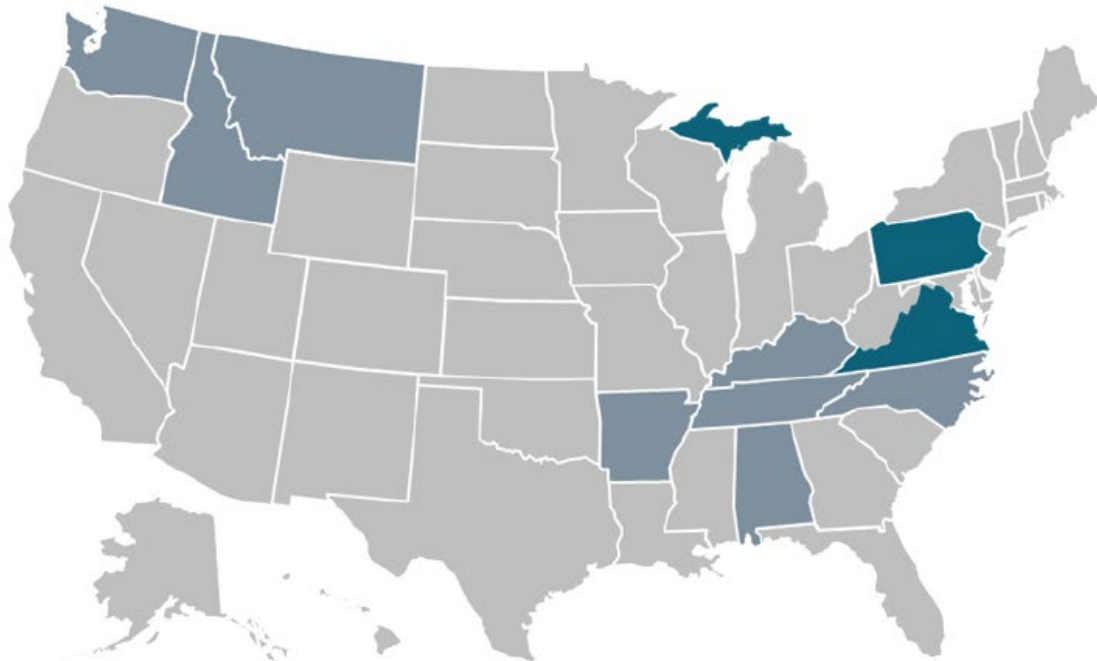
40+
Hospitals



2300+
Providers



170,000+
Lives



8 Regional Networks

3 Legacy Networks

Blue Ridge - Virginia
Great Lakes - Michigan
Laurel Highlands - Pennsylvania

5 New Networks (2021/2022)

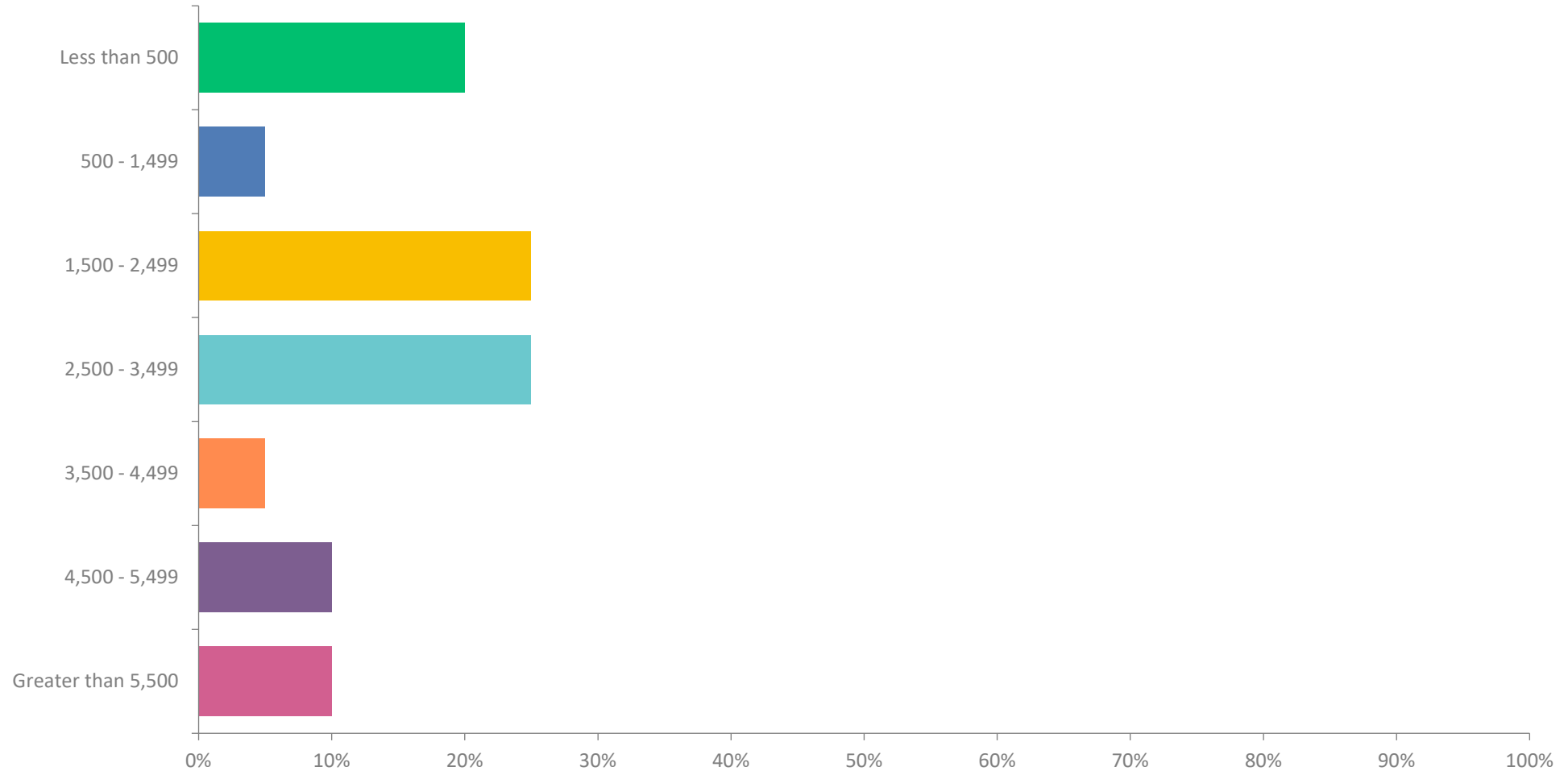
Commonwealth - Kentucky
Hot Springs - Arkansas
Northwest - Idaho, Montana,
Washington
Tennessee Valley - Alabama,
Tennessee
Western North Carolina

NAACOS Membership CIN Structure Survey (conducted by Matt Duckworth, Director, Network Operations, VHAN)

- October 31, 2023

Q4: How many providers are in your network?

• Answered: 20 Skipped: 0



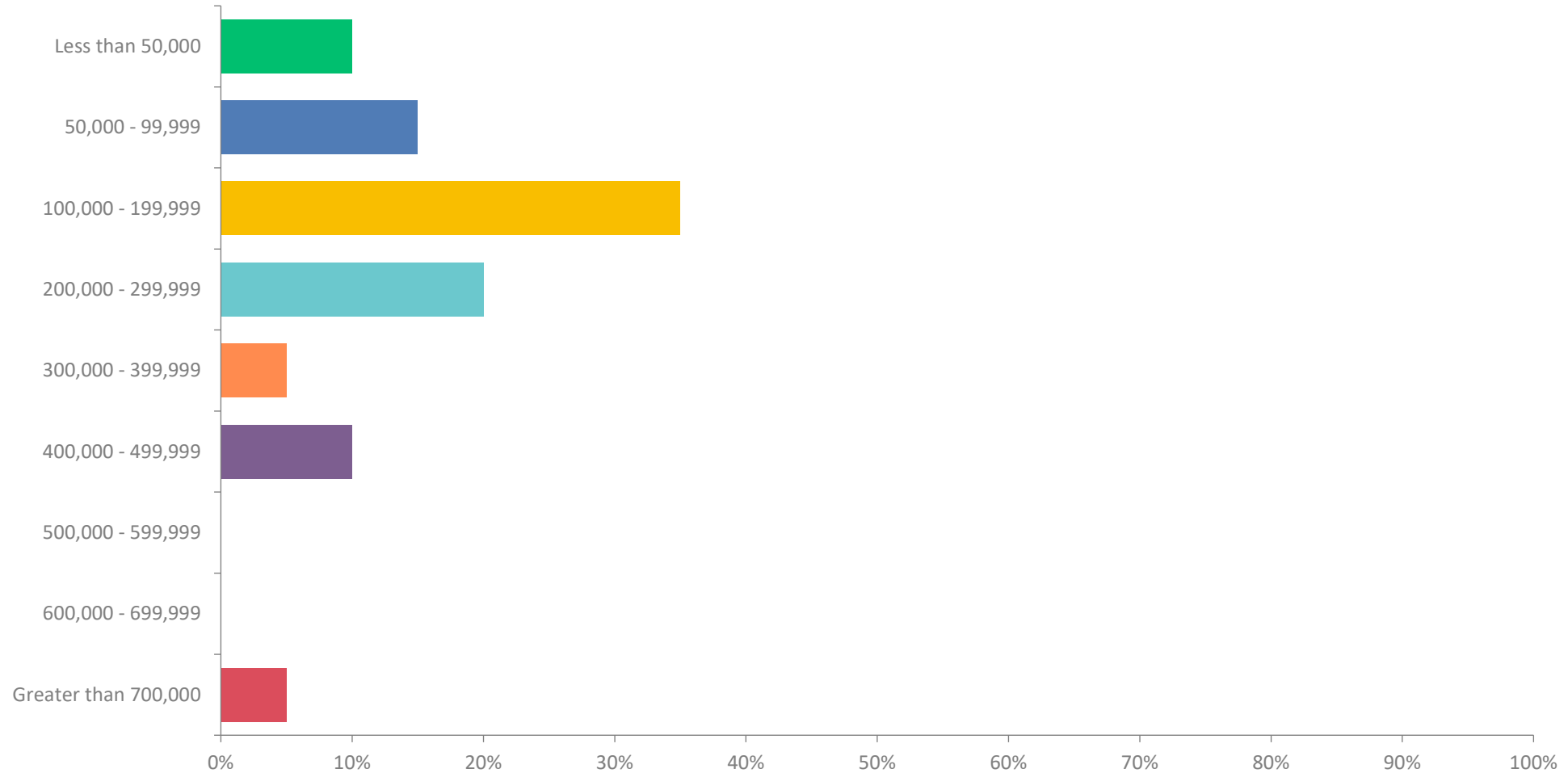
Q4: How many providers are in your network?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Less than 500	20.0%	4
500 - 1,499	5.00%	1
1,500 - 2,499	25.00%	5
2,500 - 3,499	25.00%	5
3,500 - 4,499	5.00%	1
4,500 - 5,499	10.0%	2
Greater than 5,500	10.0%	2
TOTAL		20

Q5: How many lives do you have under management (across all contracts)?

- Answered: 20 Skipped: 0



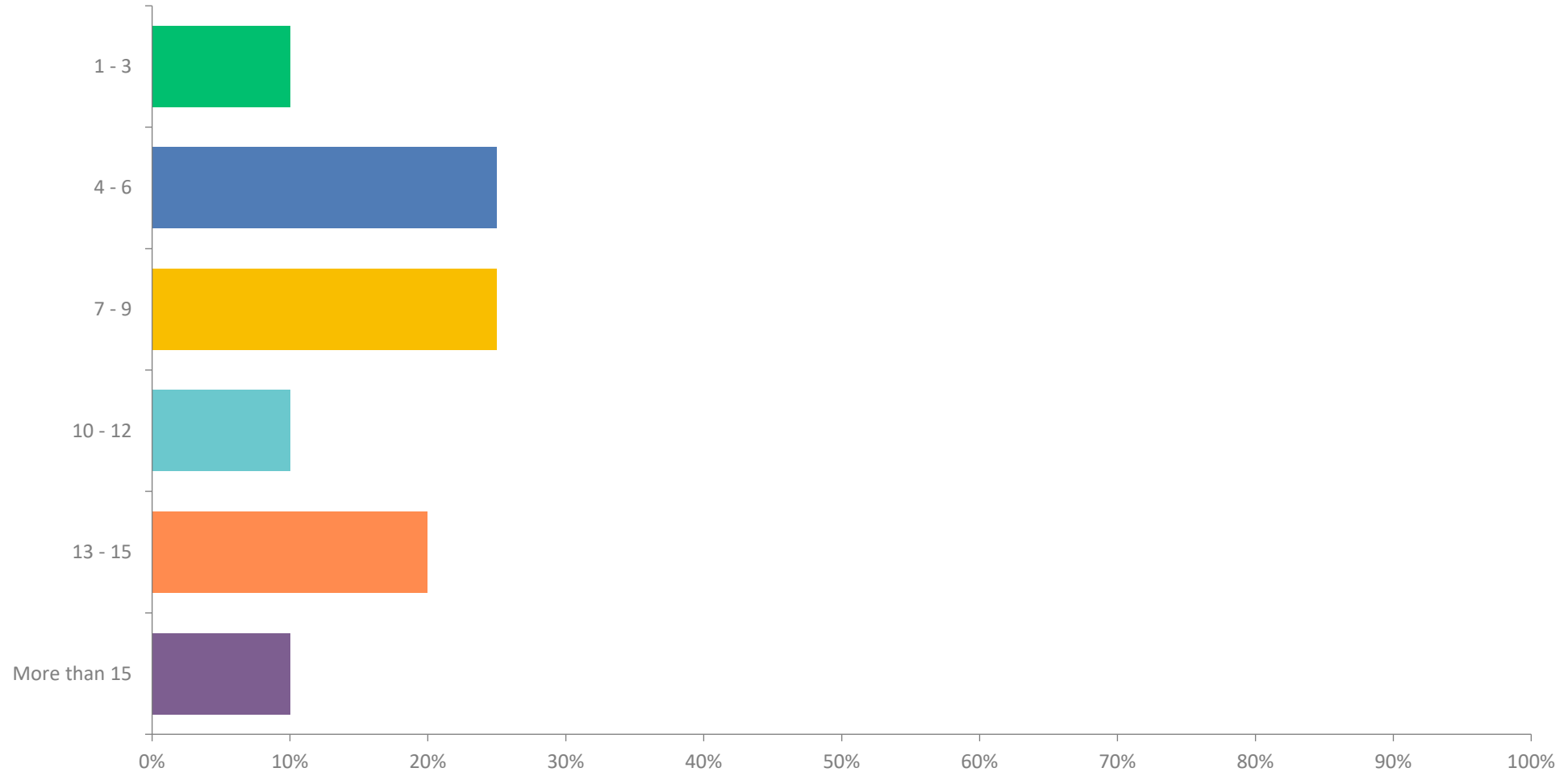
Q5: How many lives do you have under management (across all contracts)?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Less than 50,000	10.0%	2
50,000 - 99,999	15.00%	3
100,000 - 199,999	35.00%	7
200,000 - 299,999	20.0%	4
300,000 - 399,999	5.00%	1
400,000 - 499,999	10.0%	2
500,000 - 599,999	0%	0
600,000 - 699,999	0%	0
Greater than 700,000	5.00%	1
TOTAL		20

Q6: How many value-based contracts do you manage across all payer types (Commercial, Medicaid, Medicare, MA, etc...)?

• Answered: 20 Skipped: 0



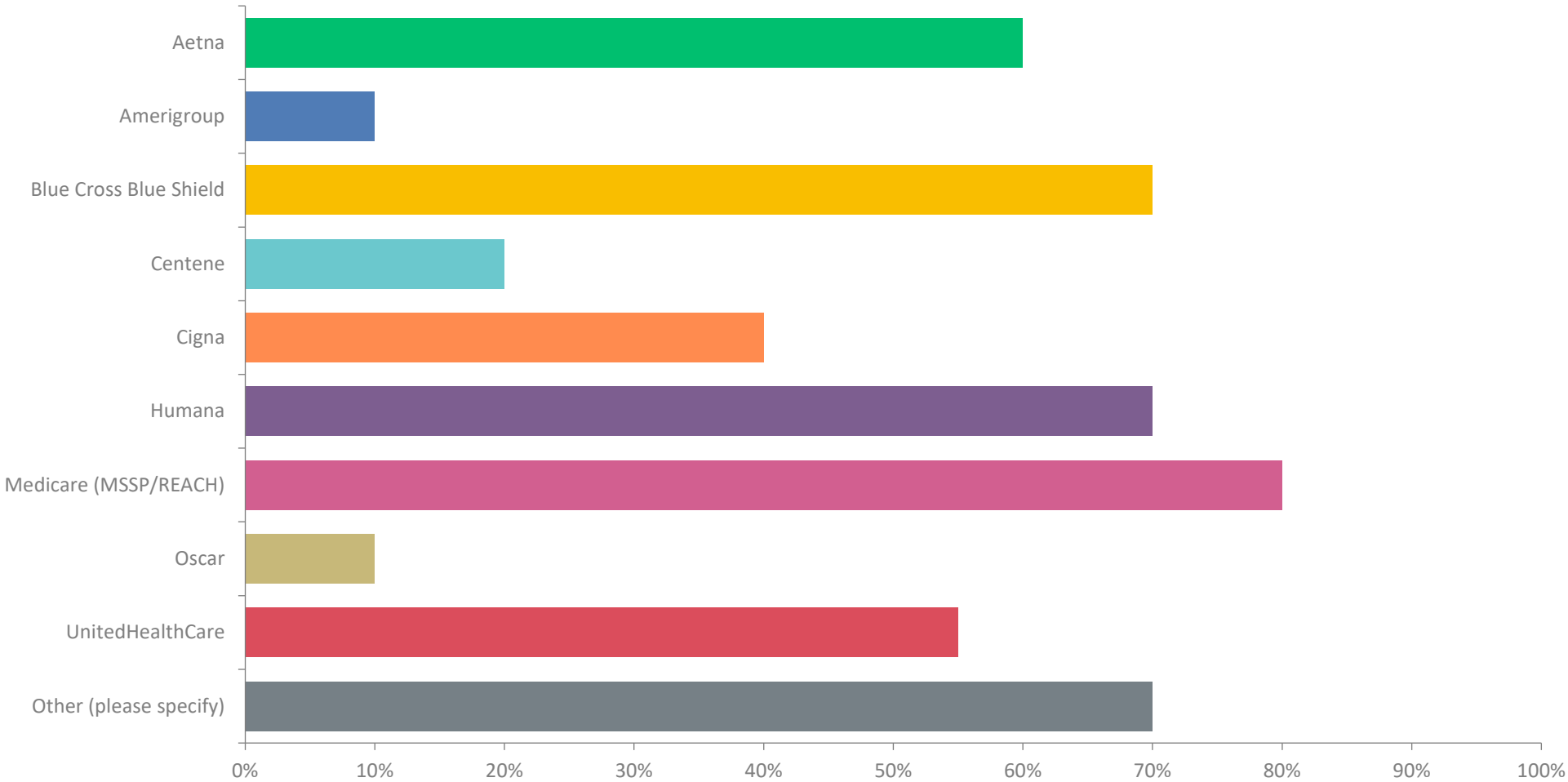
Q6: How many value-based contracts do you manage across all payer types (Commercial, Medicaid, Medicare, MA, etc...)?

- Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
1 - 3	10.0%	2
4 - 6	25.00%	5
7 - 9	25.00%	5
10 - 12	10.0%	2
13 - 15	20.0%	4
More than 15	10.0%	2
TOTAL		20

Q7: Which Payers do you currently have value-based contracts with?

• Answered: 20 Skipped: 0



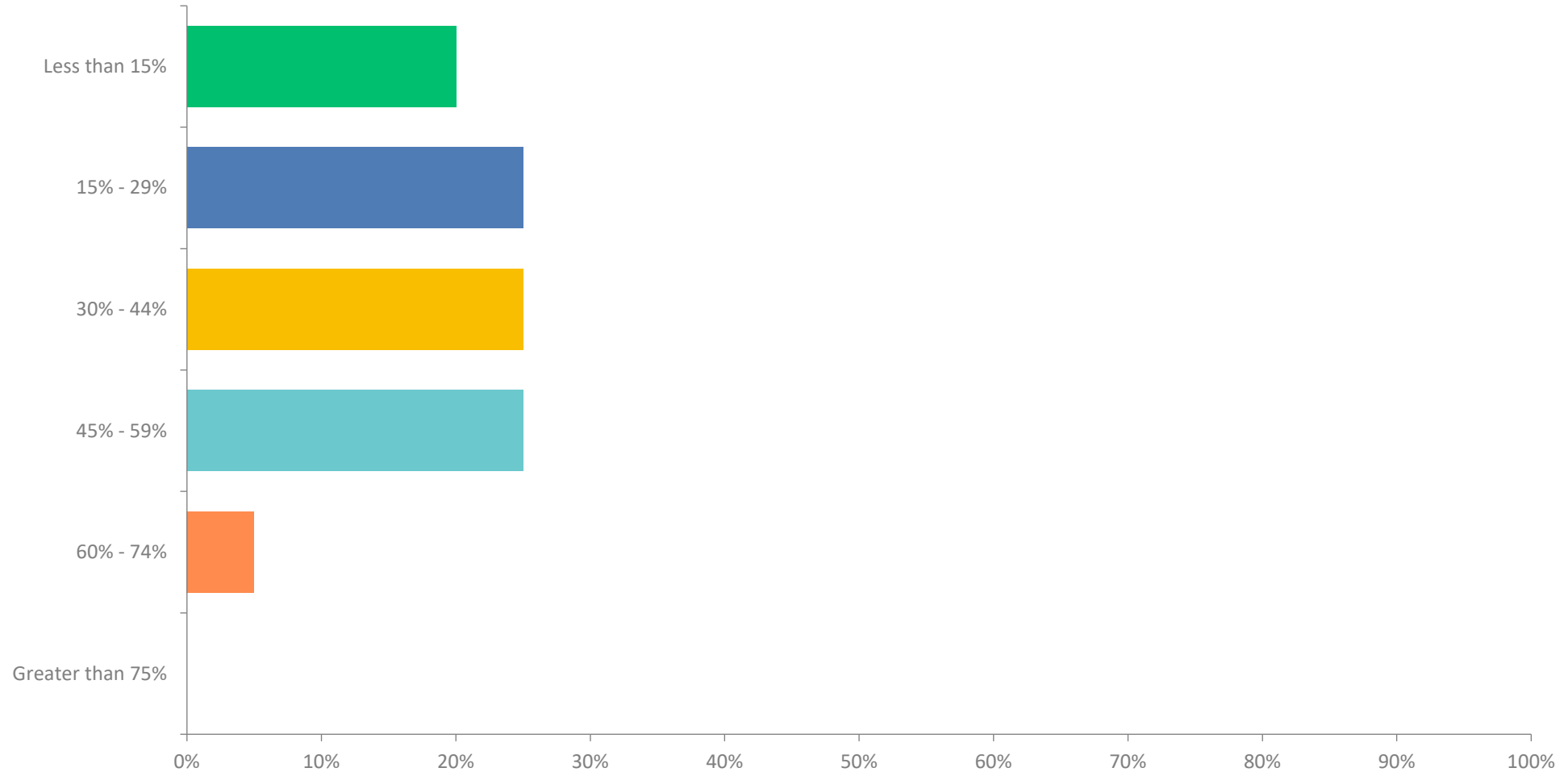
Q7: Which Payers do you currently have value-based contracts with?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Aetna	60.0%	12
Amerigroup	10.0%	2
Blue Cross Blue Shield	70.0%	14
Centene	20.0%	4
Cigna	40.0%	8
Humana	70.0%	14
Medicare (MSSP/REACH)	80.0%	16
Oscar	10.0%	2
UnitedHealthCare	55.00%	11
Other (please specify)	70.0%	14
TOTAL		97

Q8: Approximately what percentage of your total lives under management are Commercial?

• Answered: 20 Skipped: 0



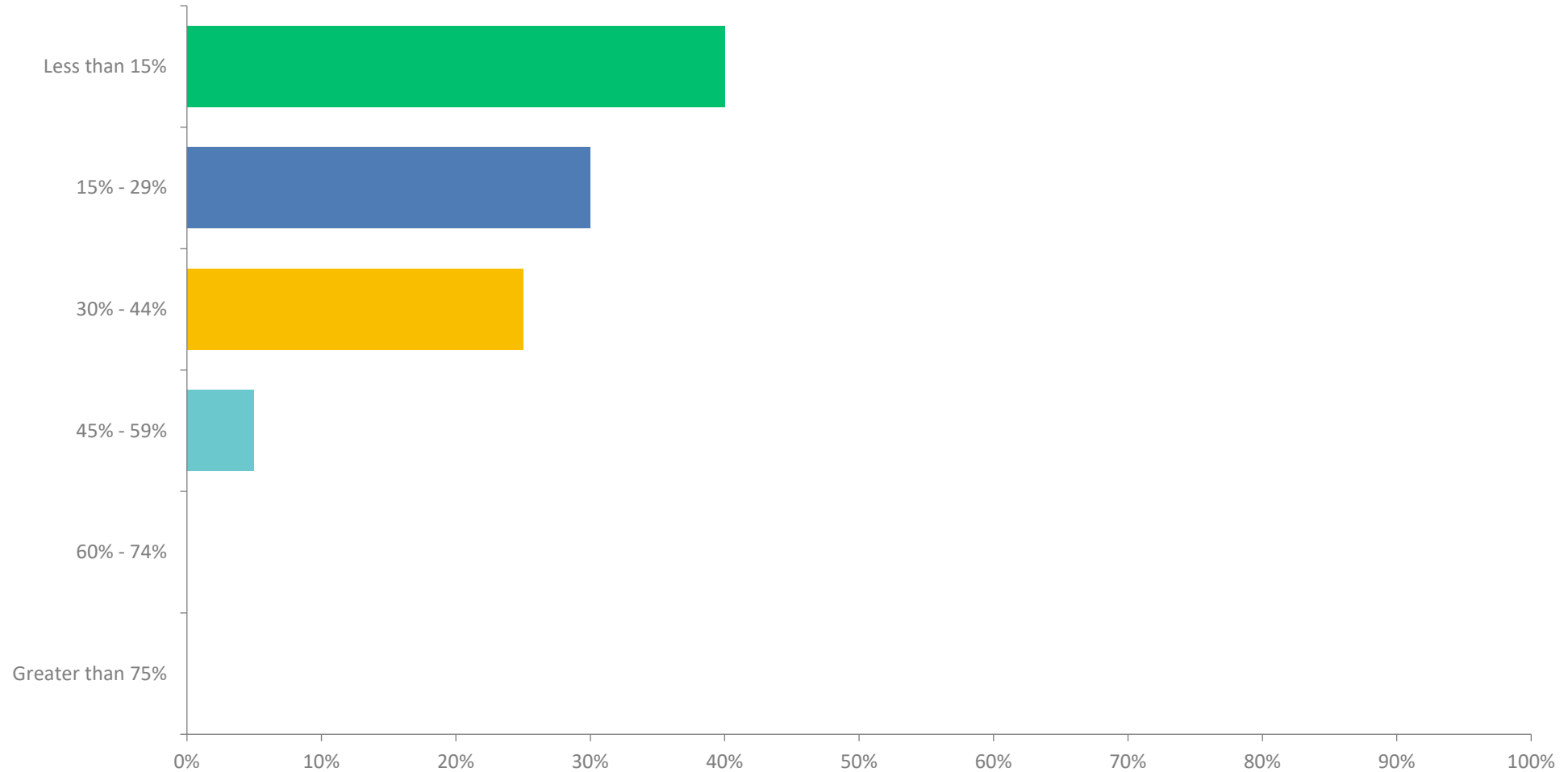
Q8: Approximately what percentage of your total lives under management are Commercial?

- Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Less than 15%	20.0%	4
15% - 29%	25.00%	5
30% - 44%	25.00%	5
45% - 59%	25.00%	5
60% - 74%	5.00%	1
Greater than 75%	0%	0
TOTAL		20

Q9: Approximately what percentage of your total lives under management are Medicare Advantage?

• Answered: 20 Skipped: 0



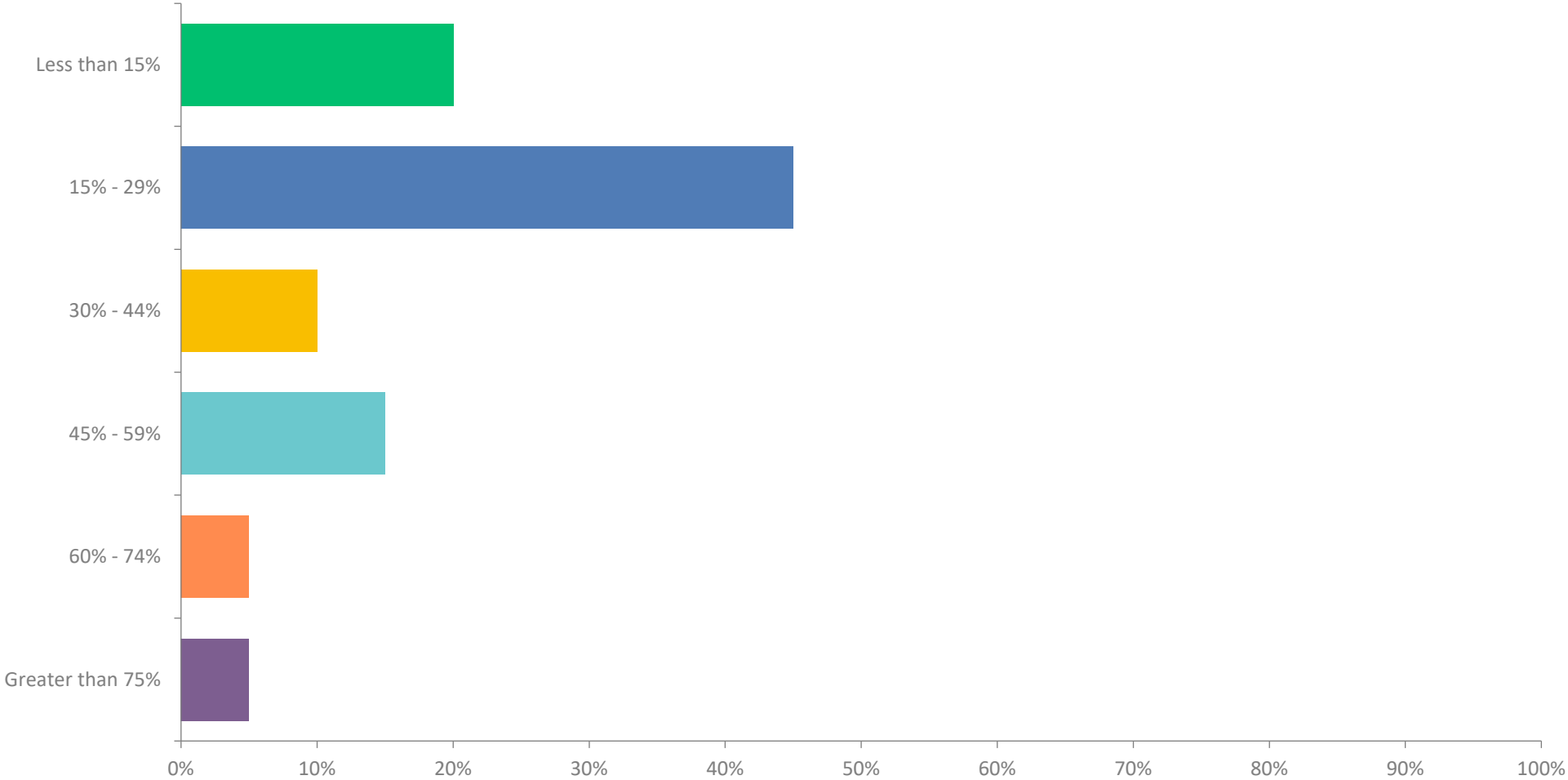
Q9: Approximately what percentage of your total lives under management are Medicare Advantage?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Less than 15%	40.0%	8
15% - 29%	30.0%	6
30% - 44%	25.00%	5
45% - 59%	5.00%	1
60% - 74%	0%	0
Greater than 75%	0%	0
TOTAL		20

Q10: Approximately what percentage of your total lives under management are Traditional Medicare (MSSP/REACH/Other CMS/CMMI Program)?

• Answered: 20 Skipped: 0



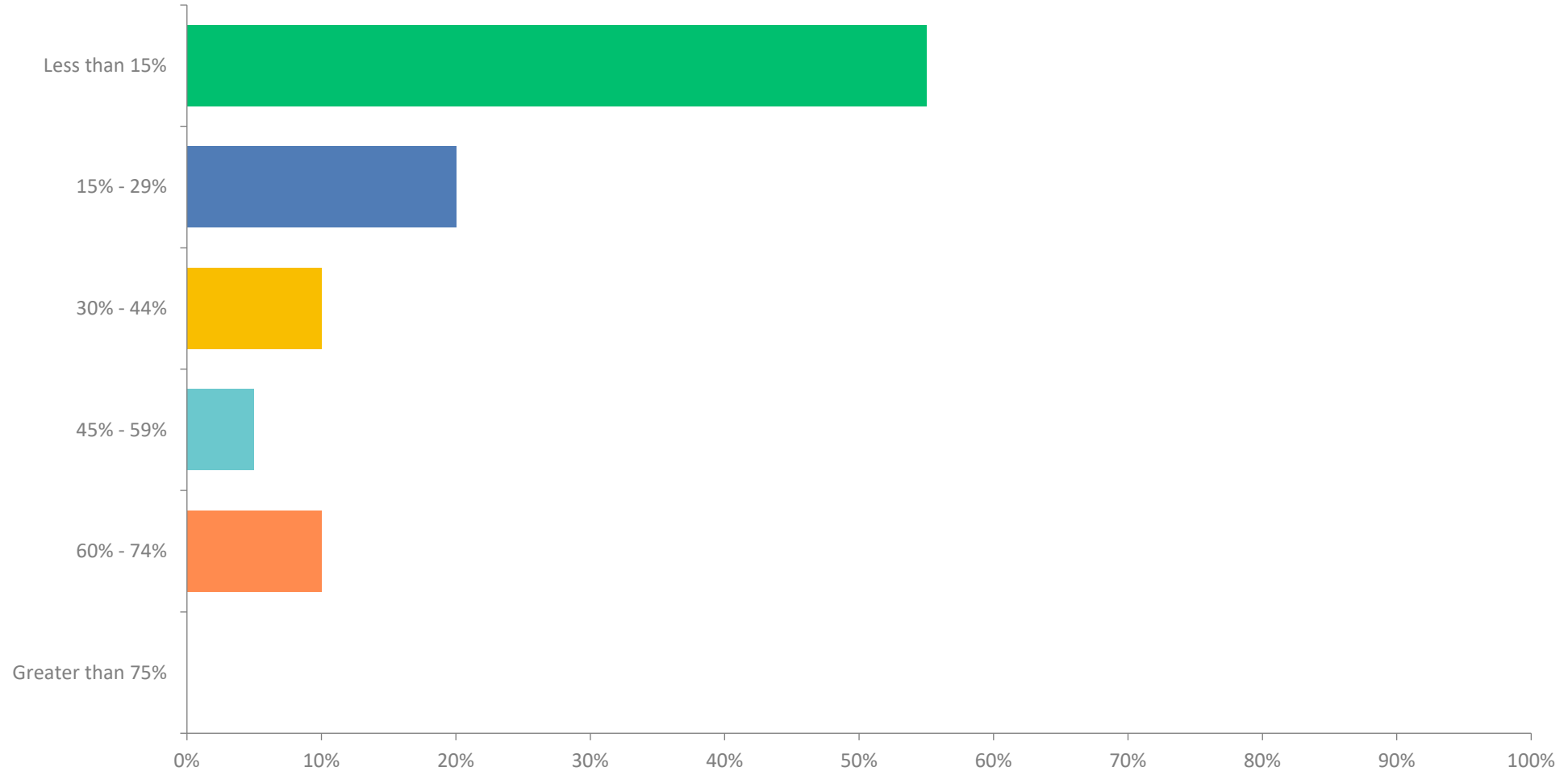
Q10: Approximately what percentage of your total lives under management are Traditional Medicare (MSSP/REACH/Other CMS/CMMI Program)?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Less than 15%	20.0%	4
15% - 29%	45.00%	9
30% - 44%	10.0%	2
45% - 59%	15.00%	3
60% - 74%	5.00%	1
Greater than 75%	5.00%	1
TOTAL		20

Q11: Approximately what percentage of your total lives under management are Medicaid?

• Answered: 20 Skipped: 0



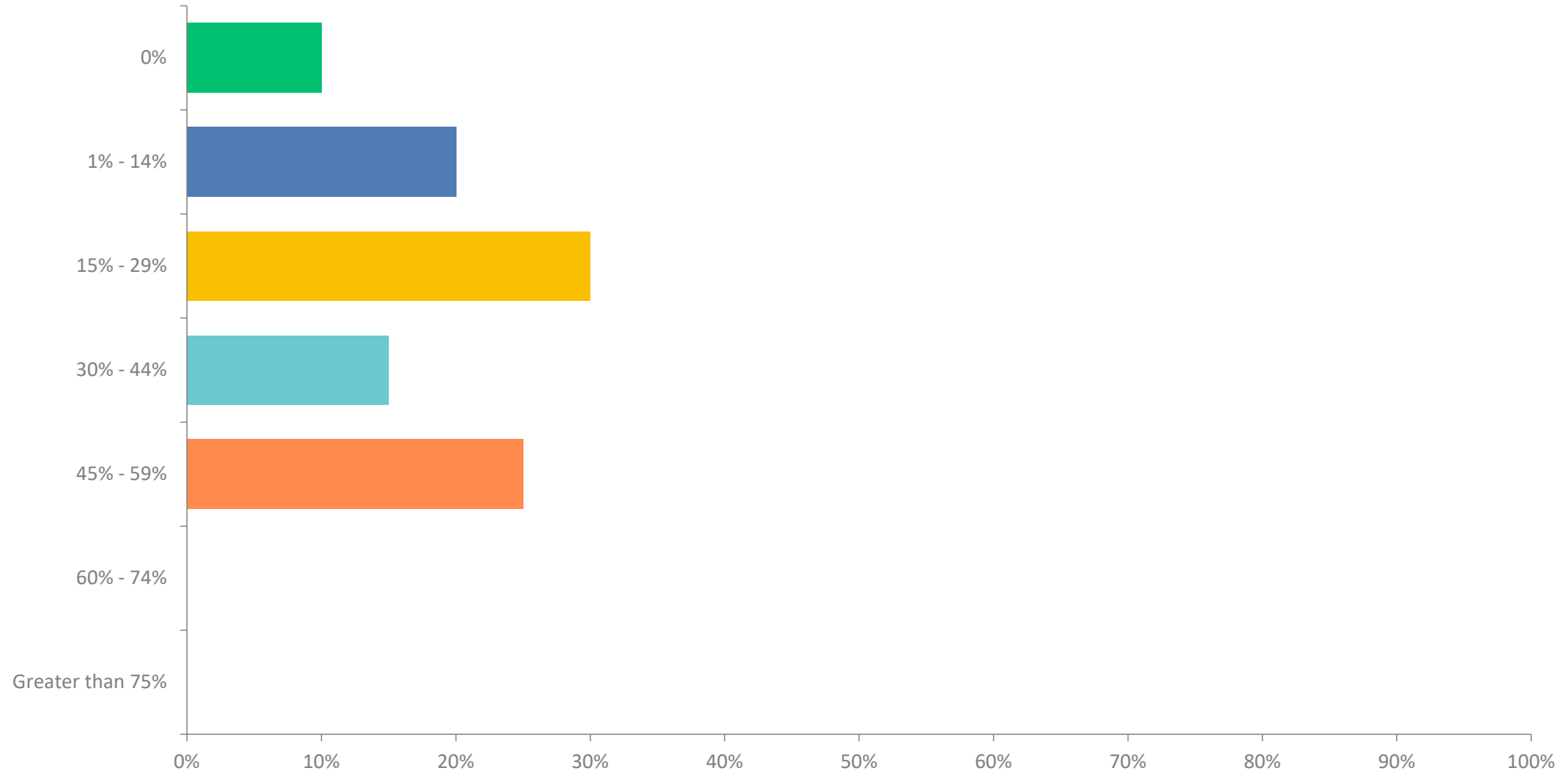
Q11: Approximately what percentage of your total lives under management are Medicaid?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Less than 15%	55.00%	11
15% - 29%	20.0%	4
30% - 44%	10.0%	2
45% - 59%	5.00%	1
60% - 74%	10.0%	2
Greater than 75%	0%	0
TOTAL		20

Q12: What percentage of your contracts are in a downside risk model?

• Answered: 20 Skipped: 0



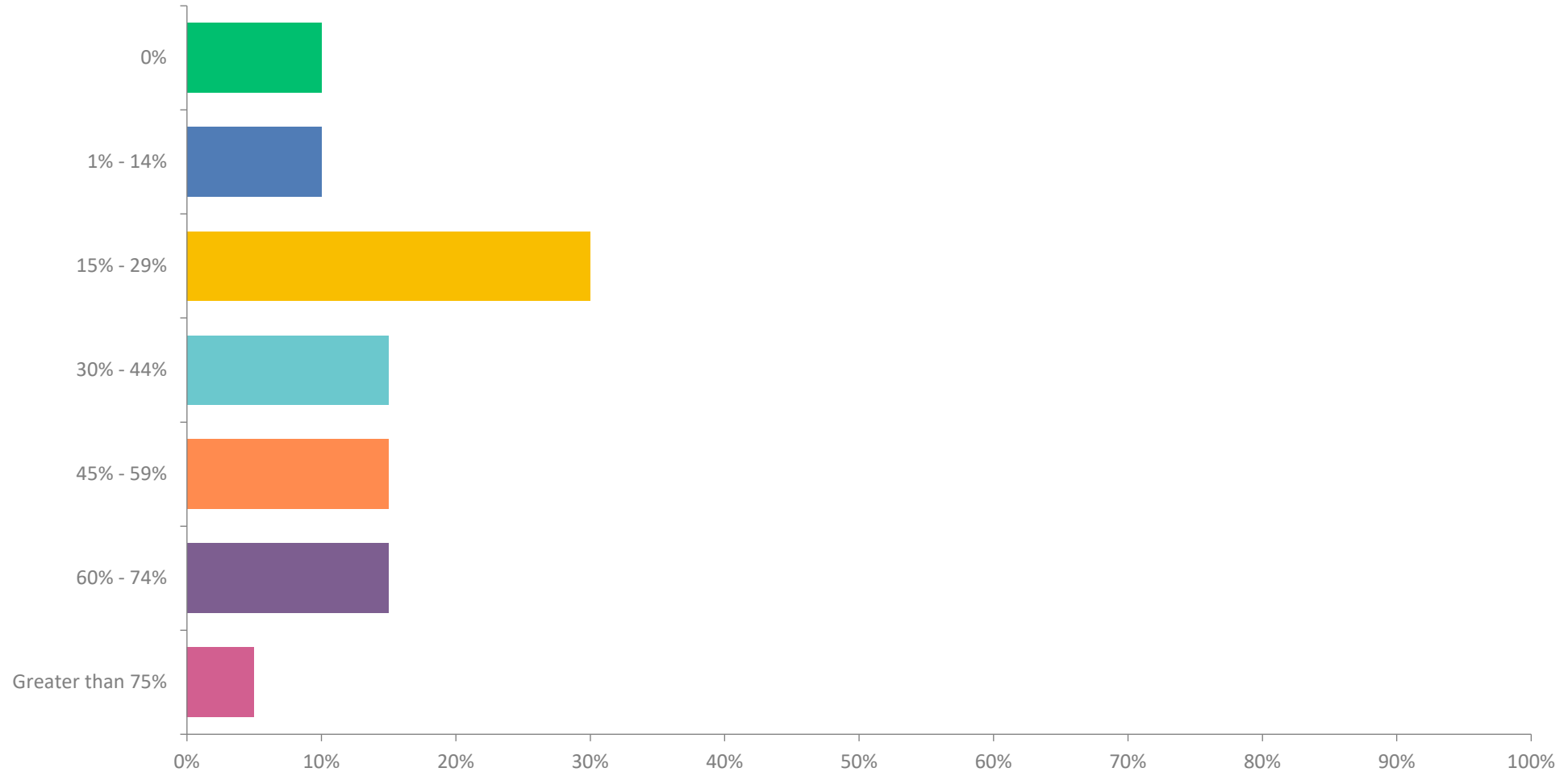
Q12: What percentage of your contracts are in a downside risk model?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
0%	10.0%	2
1% - 14%	20.0%	4
15% - 29%	30.0%	6
30% - 44%	15.00%	3
45% - 59%	25.00%	5
60% - 74%	0%	0
Greater than 75%	0%	0
TOTAL		20

Q13: What percentage of your lives under management are in a downside risk contract?

• Answered: 20 Skipped: 0



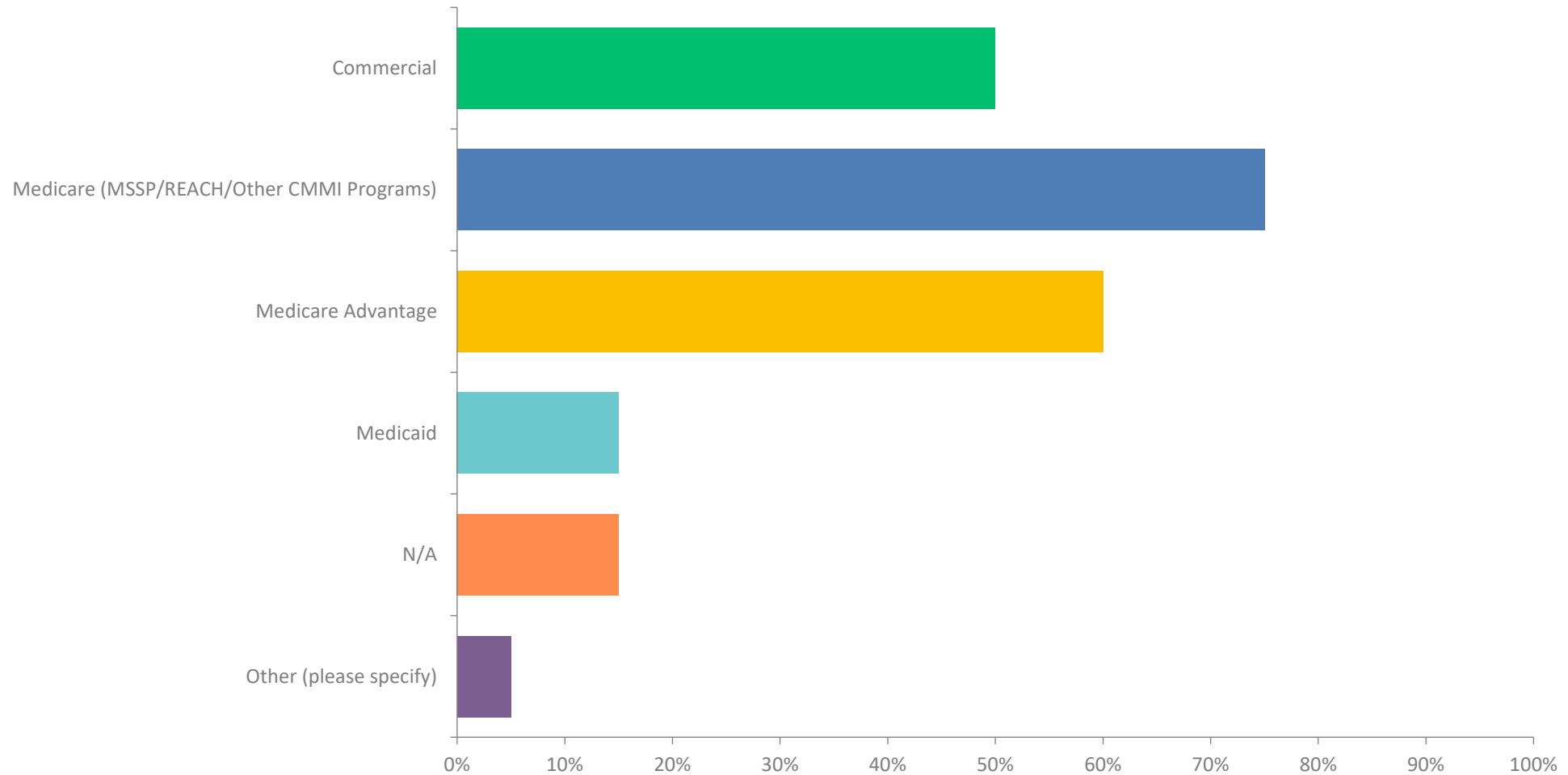
Q13: What percentage of your lives under management are in a downside risk contract?

- Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
0%	10.0%	2
1% - 14%	10.0%	2
15% - 29%	30.0%	6
30% - 44%	15.00%	3
45% - 59%	15.00%	3
60% - 74%	15.00%	3
Greater than 75%	5.00%	1
TOTAL		20

Q14: Which Payer types do you have downside risk contracts with?

- Answered: 20 Skipped: 0



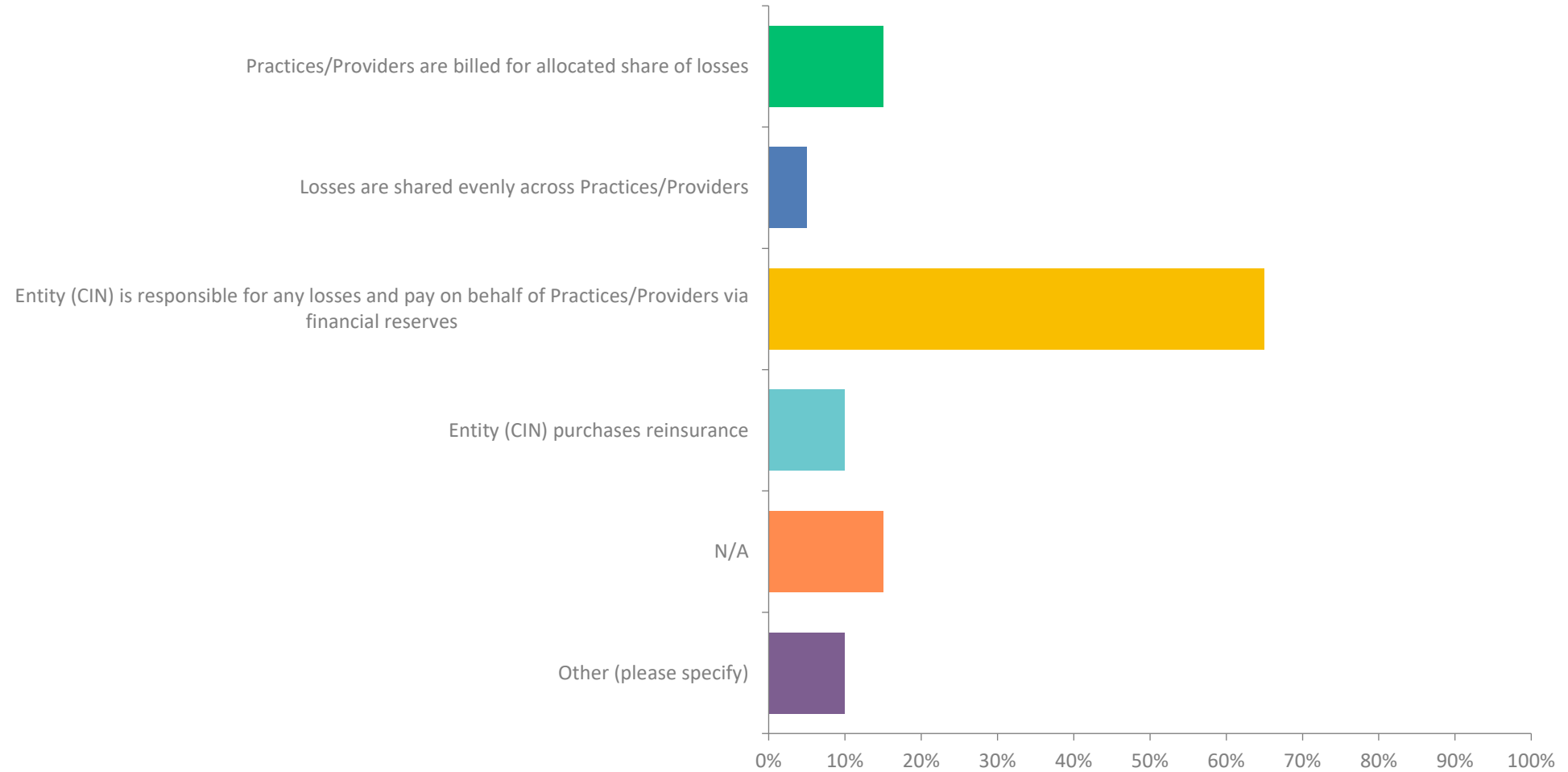
Q14: Which Payer types do you have downside risk contracts with?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Commercial	50.0%	10
Medicare (MSSP/REACH/Other CMMI Programs)	75.00%	15
Medicare Advantage	60.0%	12
Medicaid	15.00%	3
N/A	15.00%	3
Other (please specify)	5.00%	1
TOTAL		44

Q15: How do you manage/fund risk for downside contracts?

• Answered: 20 Skipped: 0



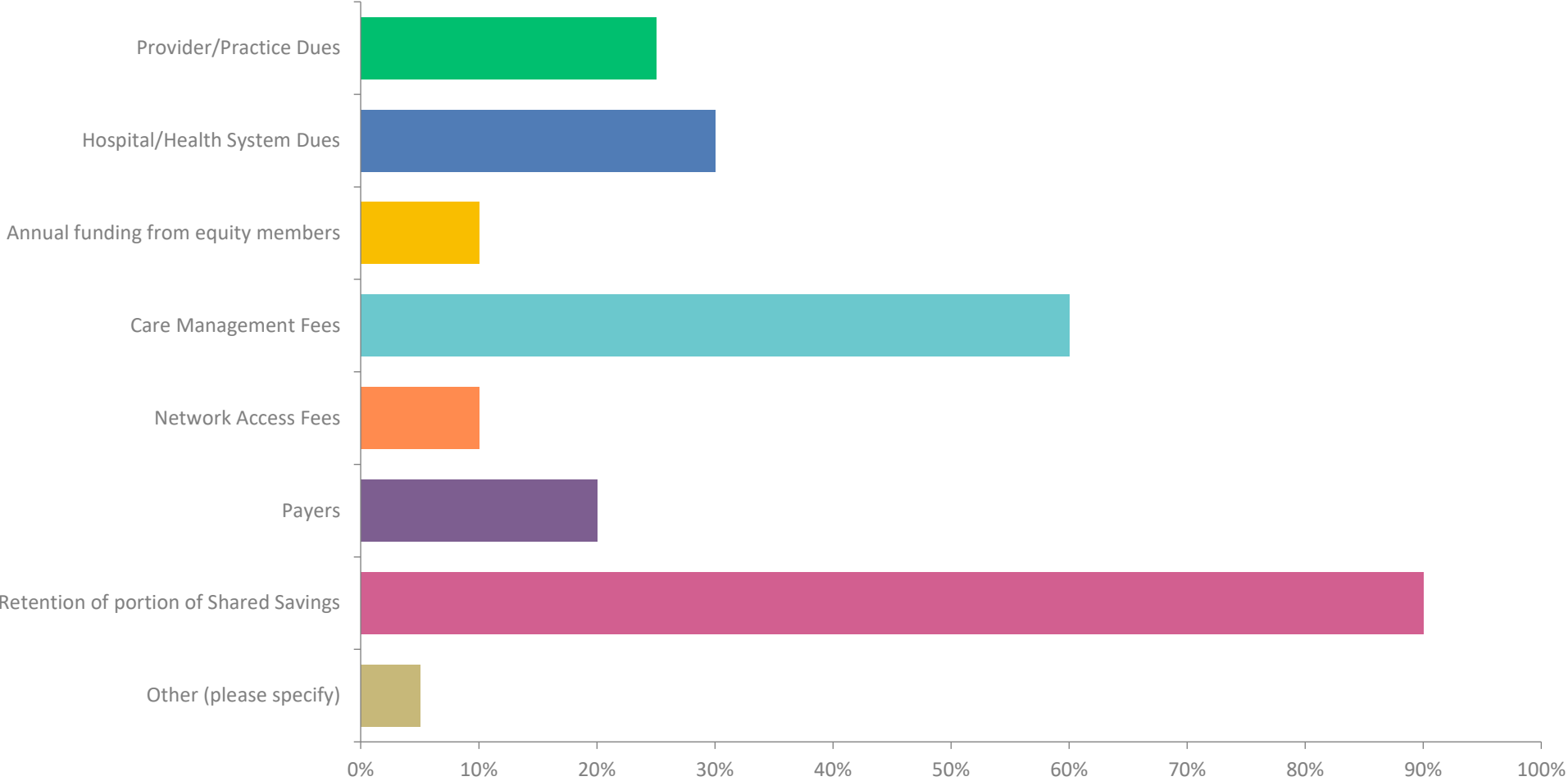
Q15: How do you manage/fund risk for downside contracts?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Practices/Providers are billed for allocated share of losses	15.00%	3
Losses are shared evenly across Practices/Providers	5.00%	1
Entity (CIN) is responsible for any losses and pay on behalf of Practices/Providers via financial reserves	65.00%	13
Entity (CIN) purchases reinsurance	10.0%	2
N/A	15.00%	3
Other (please specify)	10.0%	2
TOTAL		24

Q16: How is your CIN funded?

• Answered: 20 Skipped: 0



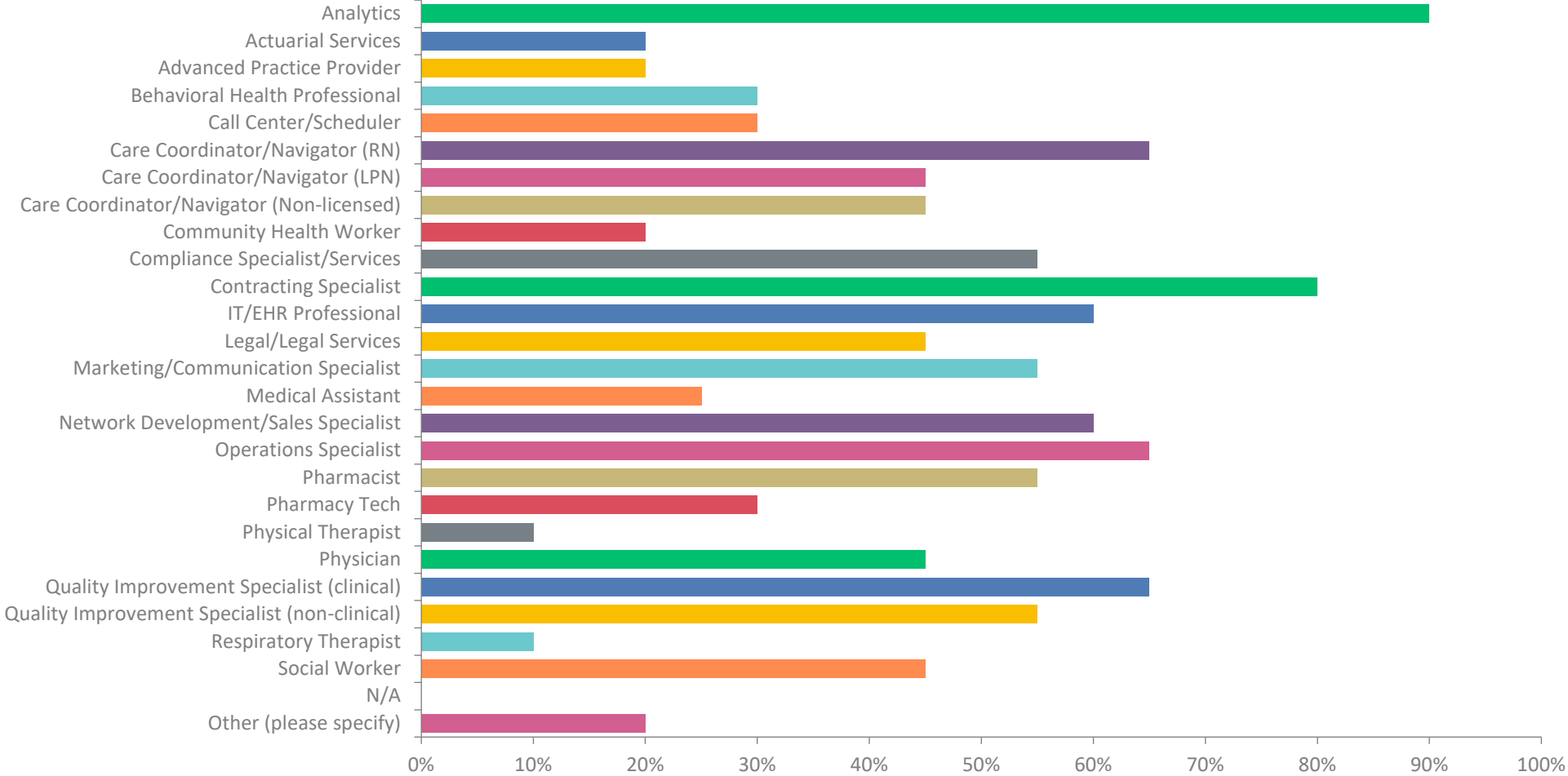
Q16: How is your CIN funded?

• Answered: 20 Skipped: 0

ANSWER CHOICES	RESPONSES	
Provider/Practice Dues	25.00%	5
Hospital/Health System Dues	30.0%	6
Annual funding from equity members	10.0%	2
Care Management Fees	60.0%	12
Network Access Fees	10.0%	2
Payers	20.0%	4
Retention of portion of Shared Savings	90.0%	18
Other (please specify)	5.00%	1
TOTAL		50

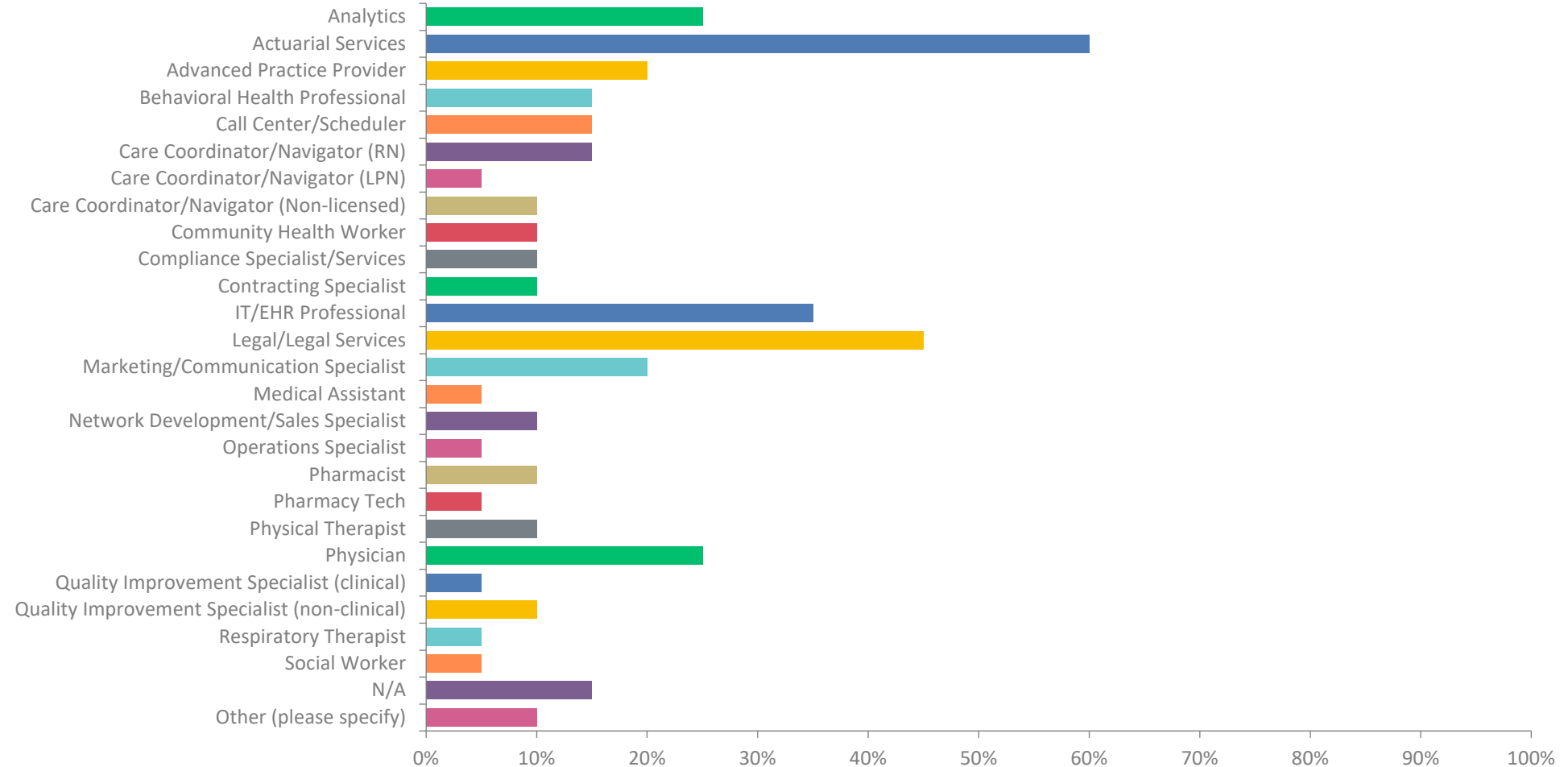
Q17: What teams/services does your CIN employee in-house?

• Answered: 20 Skipped: 0



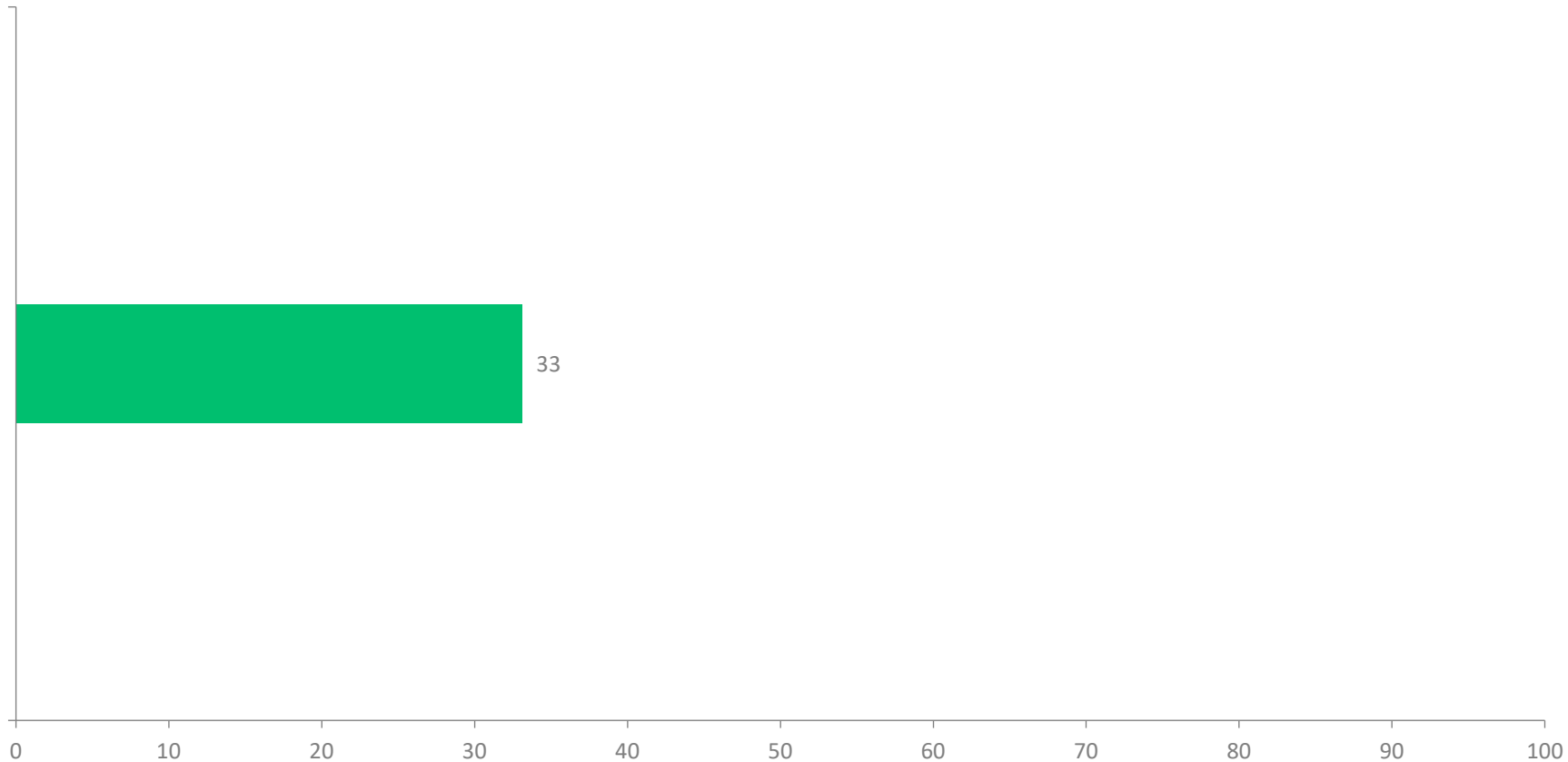
Q18: What teams/services does your CIN outsource?

• Answered: 20 Skipped: 0



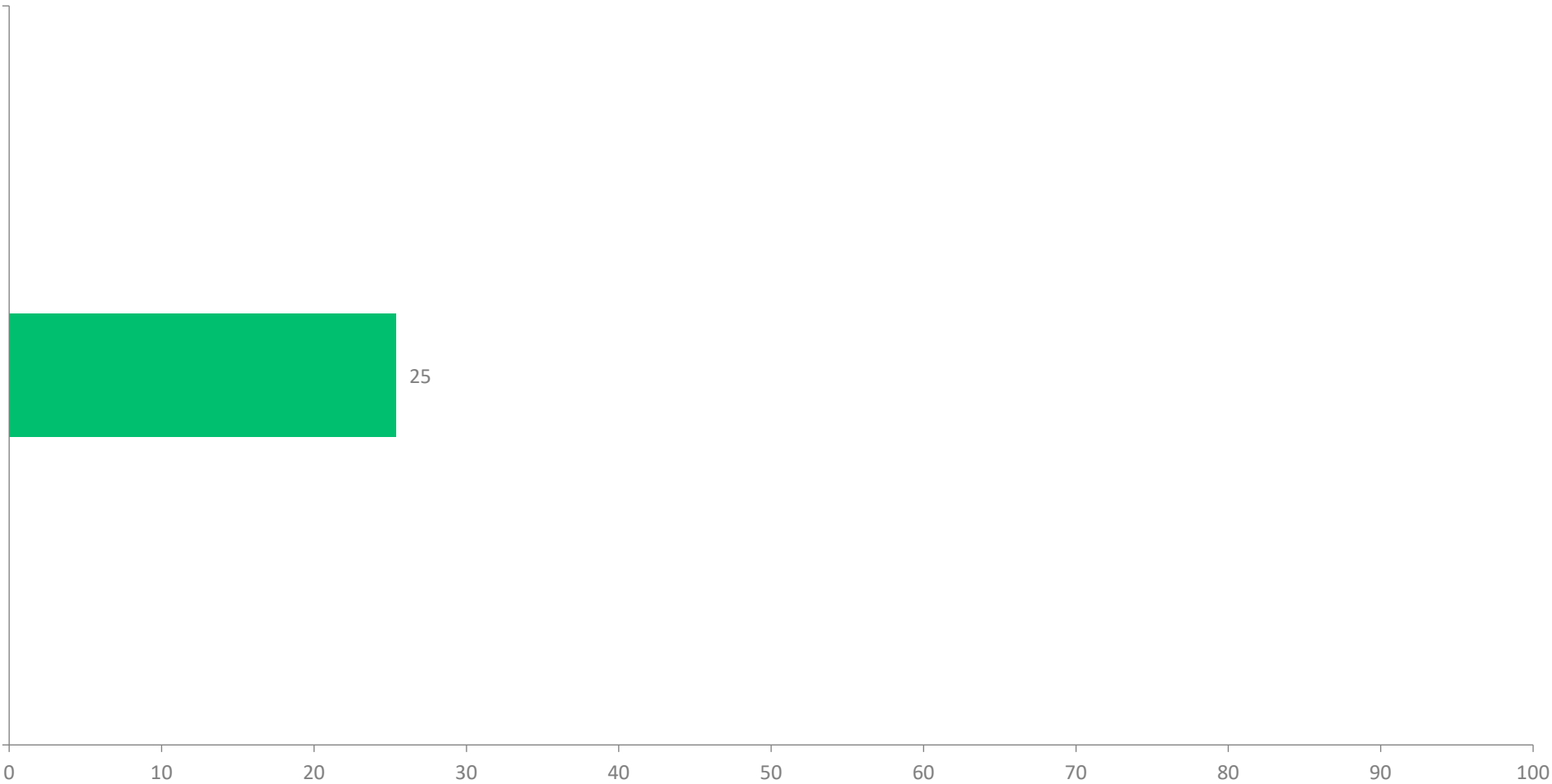
Q19: What percentage of your CIN Operating Budget is spent on Clinical Operations (Care Coord, Pharmacy, Social Work, Behavioral Health, APP/Physician services, etc...)?

- Answered: 20 Skipped: 0



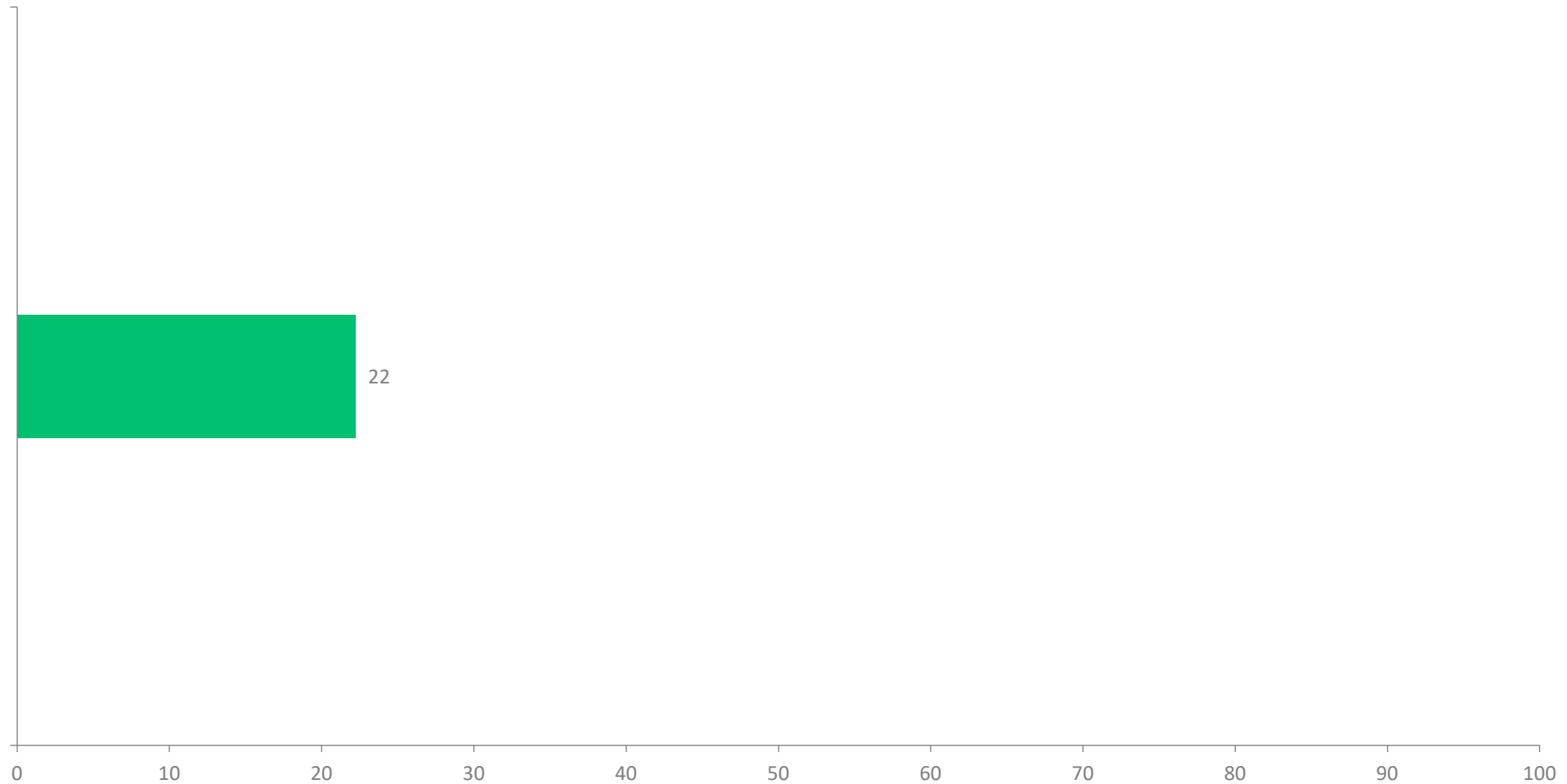
Q20: What percentage of your CIN Operating Budget is spent on Analytics/IT?

• Answered: 20 Skipped: 0



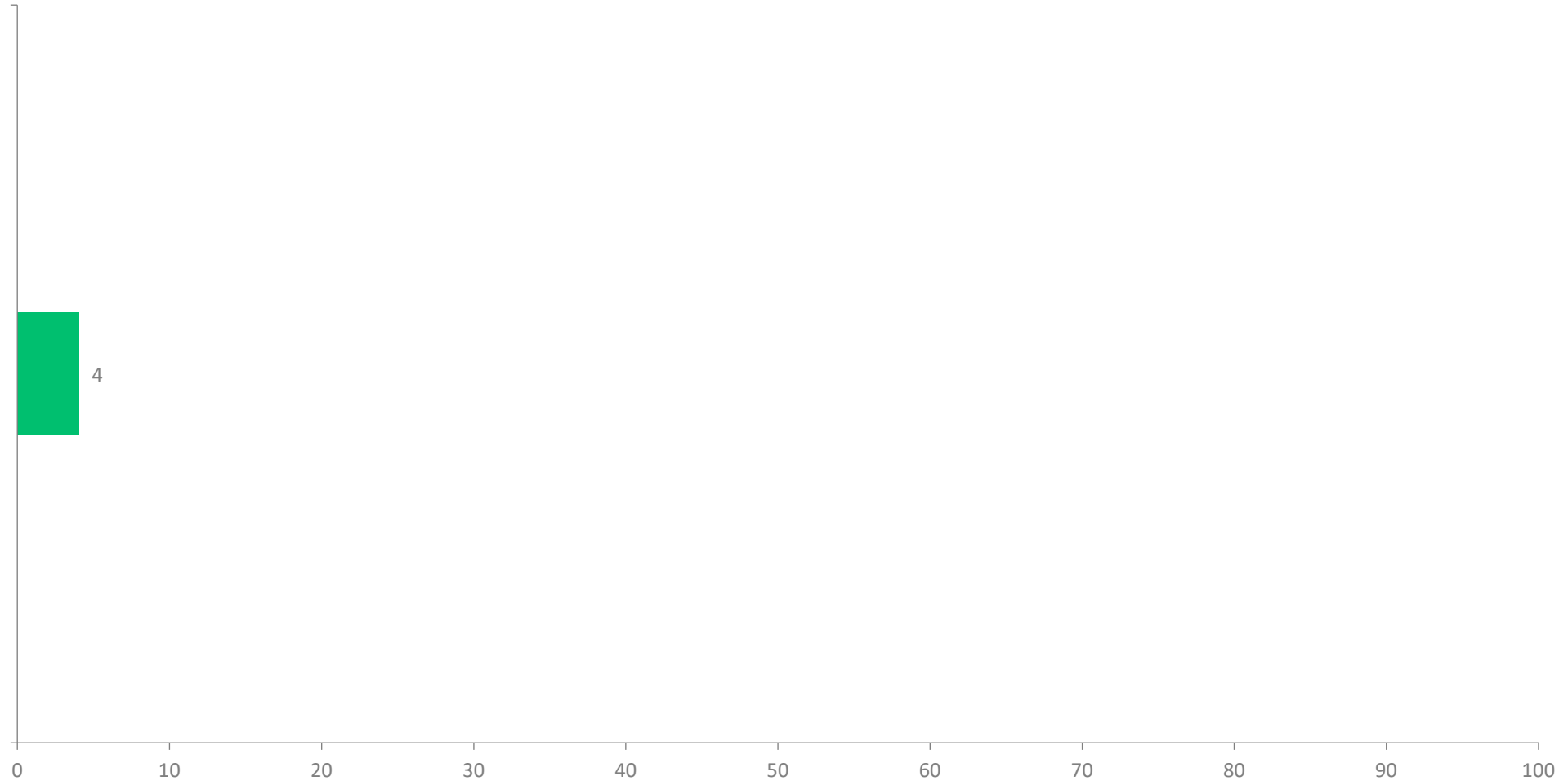
Q21: What percentage of your CIN Operating Budget is spent on Non-Clinical Operations (Contracting, Network Development, Ops Specialist, Actuarial/Finance, etc...)?

- Answered: 20 Skipped: 0



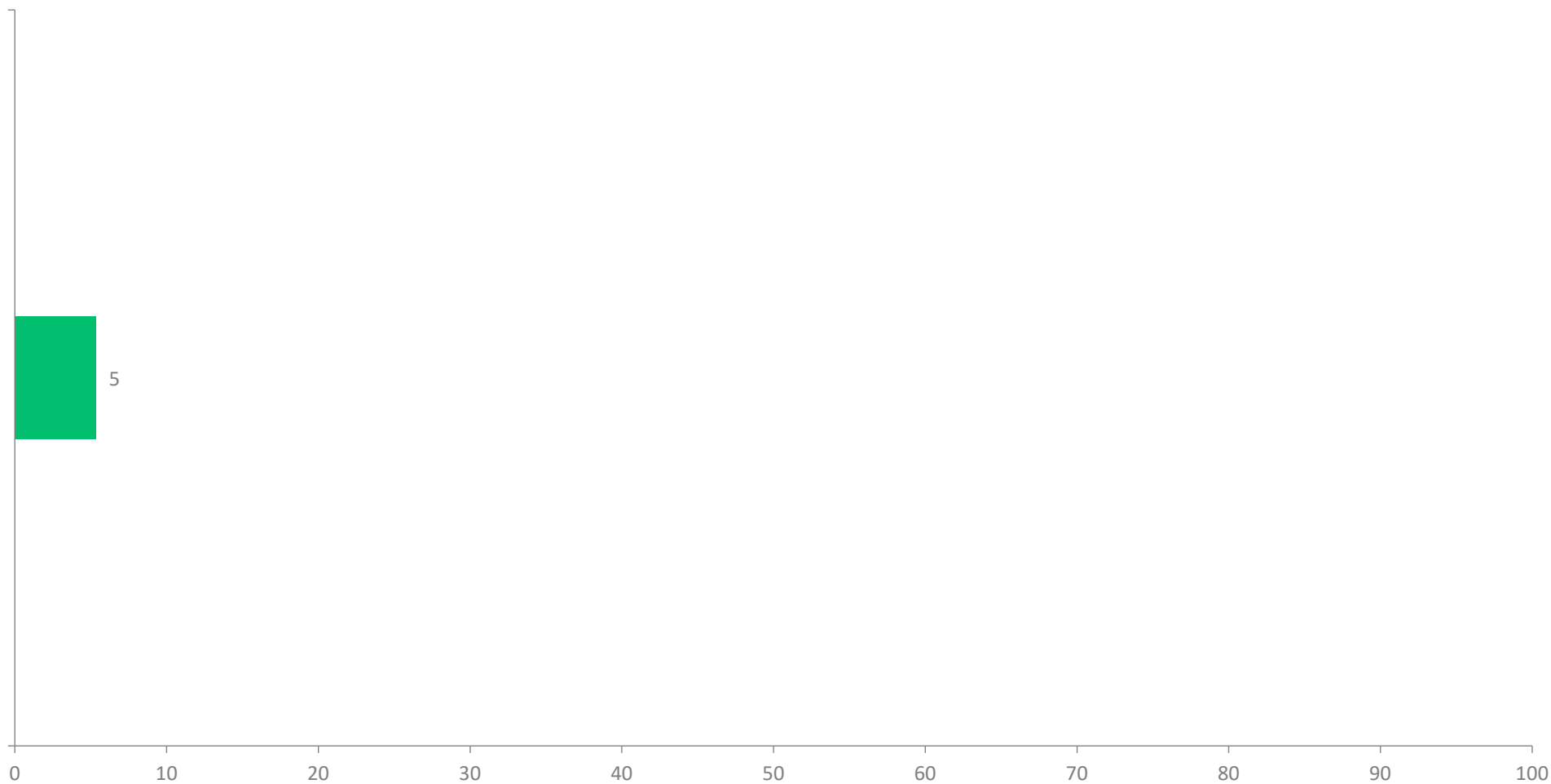
Q22: What percentage of your CIN Operating Budget is spent on Marketing/Communications?

- Answered: 20 Skipped: 0



Q23: What percentage of your CIN Operating Budget is spent on Legal/Compliance?

- Answered: 20 Skipped: 0



Other Topics of Discussion



- 1) Playbooks for clinical improvement (readmissions, avoidable ED visits, preventable hospitalizations)
- 2) Prospective vs retrospective attribution approaches for operations
- 3) Moving specialists out of the ACO (criteria, rationale, etc.)
- 4) Training resources to onboard staff



Discussion

Contacts



Affinity Group Leaders to provide information on future topics of interest.

Tori Bratcher: Tori.Bratcher@trinity-health.org

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Matt Duckworth: matt.duckworth@vhan.com

NAACOS staff contacts for meeting information or clarification

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