

Roundtable discussion guide

1. The speakers discussed characteristics employers are seeking in health care systems for purposes of direct contracting (outlined below). What characteristics are present or missing in your organization?

- **Maturity and demonstrated ability to drive change**
 - Does your health system have experience in risk-based arrangements or other organized systems of care?
Examples: Next Gen ACO, Employee plans, other MSSPs
 - Do you have a demonstrated (and quantifiable) history of driving change through your entire system?
Examples: CMS reported quality measures, Hospital Acquired Conditions reduction, CAHPS providers rates 9/10, percentage of physicians employed?
- **Connectivity**
 - Does your organization have supportive IT Infrastructure and robust data analytics strategy?
Examples: Uniform or interoperable EMR; Ability to measure individual provider performance; Physician access to Meaningful Use Stage 2 or greater; Internal score cards and process improvement plans
- **Access**
 - Can your organization provide all or most health care needs to an acceptable standard?
(GM borrowed methodology and criteria from Medicare Advantage. Network concerns go beyond facilities: *Specialists, super-specialists (transplants), pediatric care, children's hospitals, behavioral health, primary care with capacity retail clinics, virtual care*)
- **Financial risk and payment evolution**

- Can your health system immediately take on risk at a meaningful level, i.e., a down-side risk component with a tie to both quality and financials?
- **Customer service**
 - Can you provide enhanced customer experience i.e., Concierge servicing/patient advocacy, patient real-time access to information (e.g., MyChart), same day appointments, top box CAHPS performance, online appointments, virtual care?
 - Services at risk should stretch beyond service provided (i.e. an ED visit outside your system is *your* responsibility)
 - Payments tied to quality *must* trickle down to those providing care, not just headquarters
- **Governance**
 - As a partner, can you solve problems together, i.e., Joint Operating Committee of executives and program managers quarterly meetings?
 - Shared responsibility in measurement and reporting
 - Third-party Administrator is a strategic partner, not a barrier
 - Robust operational plans, implementation plans, data-sharing, transparency and commitments to continual improvement

2. What can you do to address the missing characteristics?

3. What is your strategy to engage large employers?