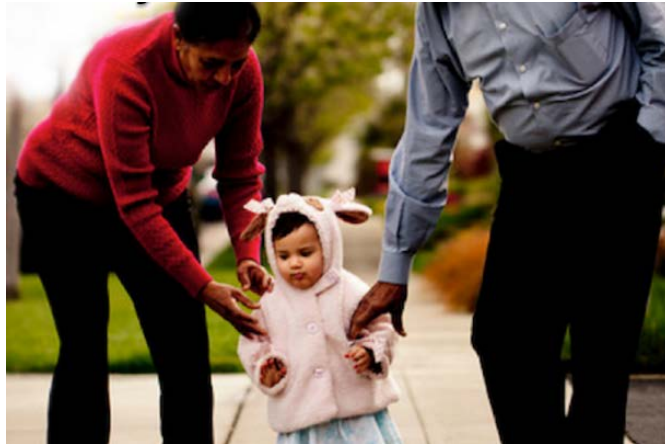




Community Hospital
of the Monterey Peninsula
Montage Health



HASC Annual Meeting- April 2016

Elizabeth Lorenzi, MHA

Vice President/COO

Community Health Innovations

What We Will Cover

- CHOMP's journey towards population health
- Montage Health's shifting role
- Population health preparations
- Population health development essentials
- Creation of community health innovations
- Lessons learned



Community Hospital of the Monterey Peninsula (CHOMP)



Established: 1934

Company Type: Non-profit, 501(c)(3)

Parent: Montage Health

78% market share, primary service area

Hospital beds: 220 staffed

Payer Mix

- Medicare: 53%
- Medi-Cal (Medicaid): 16%
- Other Government: 6%
- Commercial (PPO): 24%
- Self-Pay: 1%

Staff

- Employees: ~2,000
- Volunteers: ~1,000
- Medical Staff: ~250 (non-employed)

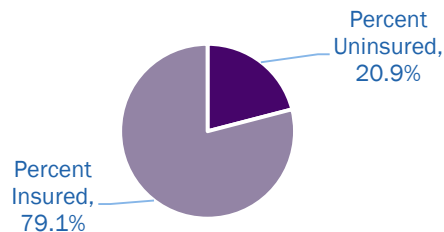
Key Acute-Care Hospital Statistics [2015]

- Discharges: 11,160
- Occupancy: 68%
- Average LOS: 4.9
- Average/Medicare CMI: 1.48/1.73
- Births: 1,041
- ED/Outpatient Visits: 54,819/319,199
- Surgeries: IP-3,964 OP-2,933

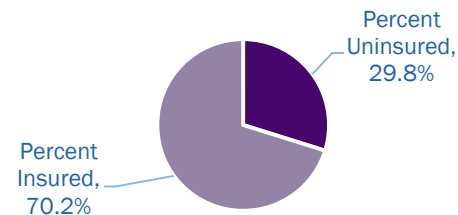
Monterey Population Statistics

- Monterey County population growing modestly
 - 431,000 in 2014 up from 415,000 in 2010
- Monterey County uninsured almost double the national rate
 - 20.9% of entire County population (2014)
 - 29.8% of the age 18 to 64 population (2014)
 - National uninsured rate dropped 2.4% to 9.1% through 2015 Q3

Monterey County
Civilian Noninstitutionalized Population
All Ages



Monterey County
Civilian Noninstitutionalized Population
Age 18 to 64



CHOMP - Service Locations

- Hospital
- Physician offices
- Laboratories
- Behavioral Health
- Radiology/Imaging
- Rehabilitation
- Peninsula Wellness Center
- Urgent Care
- Hospice
- Sleep Disorders Center
- Westland House



Montage Health Org Chart



MONTAGE
Health Formerly Community
Hospital Foundation

Tax-exempt, nonprofit parent company

Community Hospital of the Monterey Peninsula

An 82-year-old community institution, Community Hospital provides care from birth to end-of-life and every stage in between. With 248 beds, 2,100 employees, and nearly 400 medical staff members, Community Hospital is recognized for safe and high-quality care, with special achievement or accreditation in areas including heart, cancer, stroke, perinatal, and diabetes care.

www.chomp.org

Aspire Health Plan

Aspire administers the health plan for Community Hospital's employees as well as those of other local employers. For seniors, Aspire offers a Medicare Advantage plan — a one-stop shop combining hospital, doctor, and drug benefits in a single plan.

www.aspirehealthplan.org

Community Health Innovations

Community Health Innovations is the local leader in population health management, proactively keeping community members healthy by bringing together healthcare providers and resources to coordinate care for and with patients. Community Health Innovations focuses on coordinating care, prevention, and disease management.

www.communityhealthinnovations.org

Peninsula Primary Care

Founded to address a shortage of physicians in Monterey County, Peninsula Primary Care has more than 30 primary care doctors and specialists, providing care at offices in Monterey, Carmel, and Marina. Physician recruitment continues to ensure healthcare access for community residents.

www.peninsulaprimarycare.org

Peninsula Wellness Center

With locations in Marina and Salinas, Peninsula Wellness Centers help people change their lives for the better, and have fun doing it. The centers offer gyms, pools, classes, personal training options, and spa services and are staffed by certified fitness professionals, dedicated to keeping our communities healthy and active.

www.peninsula-wellness-center.com

Montage Health

Financials (2015)

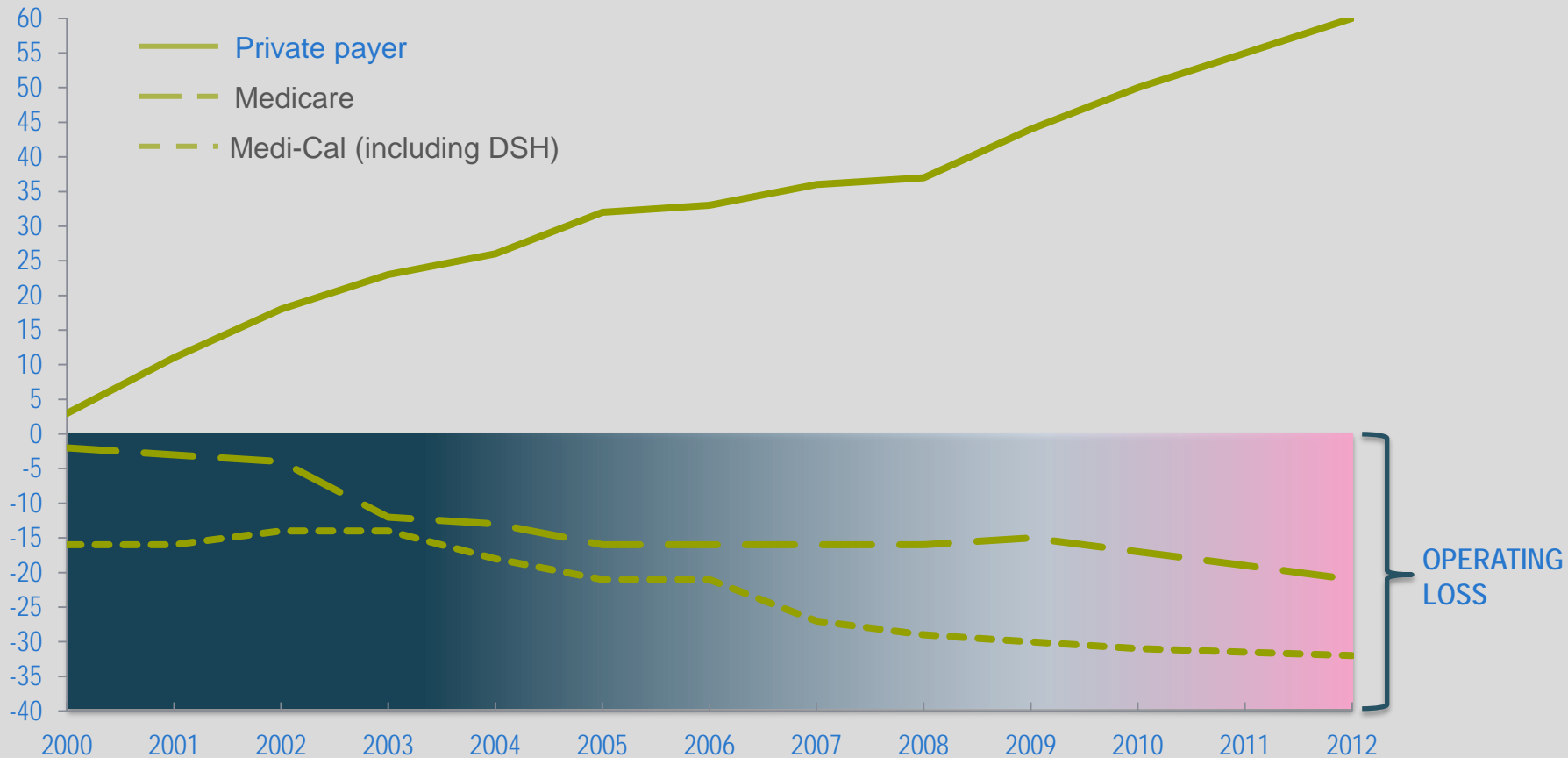
- Net Revenue \$540 million
- Assets \$1.1 billion
- Charity Care (AB774) \$31.2 million
- Obligated Group Ratings: S&P: AA-, Fitch: AA-

Affiliated Organizations

- Peninsula Primary Care: 1204a clinics – 34 MDs in 2015
- Community Health Innovations: IPM subsidiary
- Aspire Health Plan: Knox Keene licensed insurance company
- CCCMIC: Vermont licensed insurance captive
- Mission Center Healthcare: Multi-specialty office
- Peninsula Wellness Center: Integrated medical wellness facility
- Coastal: Third party claims administrator

Cost Shift in California — Sustainable?

Estimated statewide annual ratio of hospital revenue to costs by payer category



Monterey County Payer Presence

- Highly concentrated commercial payer presence in Monterey County¹
- Government sector comprises almost 50% of residents

Payer	Covered Lives (est.)	Notes
Commercial		
Anthem PPO	112,000	All LOB including self-funded
BSC	20,000	Est. 34,000 before individual exit
Cigna	3,000	
United	6,700	
CHOMP/SVMH	10,000	Self-funded
Government		
Medicare ²	48,000 – 50,000	
Medi-Cal ³	149,655	
TRICARE/VA/Active Duty	24,000	

CHOMP's Population Health Preparations

- Robust employee health & wellness program (Ashville Model)

2008

2009

2010

2011

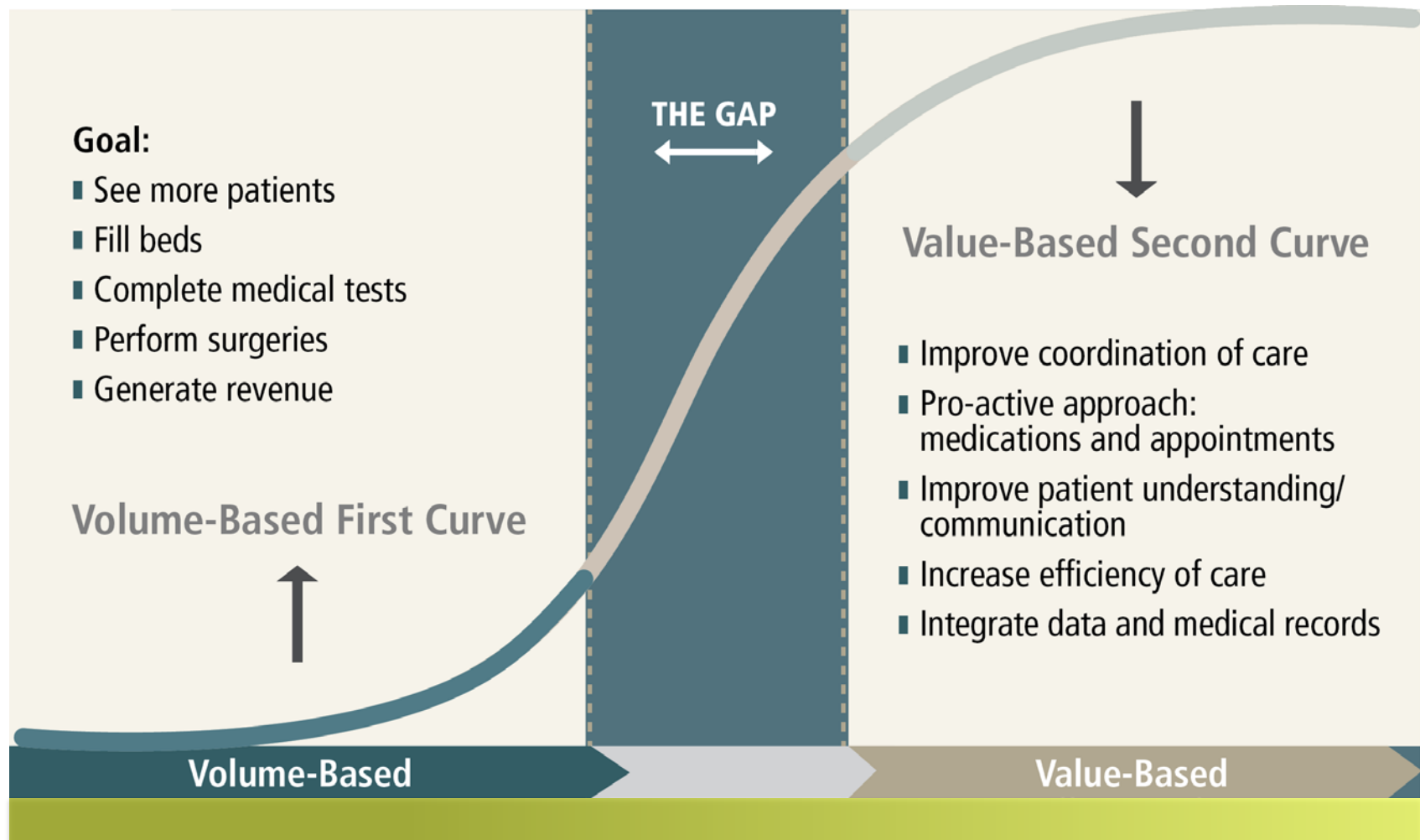
- Primary Care Medical Group (1204-A)
- Launched Cost Reduction Plan (55mil)

- Development of stop-loss captive for self-funded employers
- Engaged employer community

- Started private HIE (Central Coast Health Connect)
- Started Population Health Committee
- Established Relationship with Geisinger/xG
- Began development of Medicare Advantage Plan



On the Road from Volume to Value



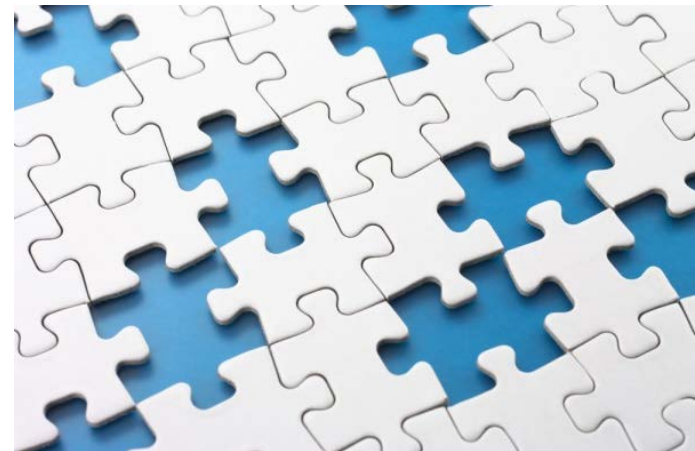
Population Health Development Essentials

- Solidify governance and leadership commitment
- Take a long-term perspective
- Allocate sufficient resources
- Embrace innovation and rapid cycle development
- Recruit and retain top talent
- Align medical group/community
- Develop payer strategy
- Maintain a dynamic and fluid approach



Creation of Community Health Innovations

- Department of hospital or new company?
- Competitive advantage or collaborative tool?
- Assign to existing executive or hire new leader?
- What population health capabilities to offer and should they be built or partnered?
- Who is the customer?



Population Health Management Organization

- Community Health Innovations (CHI) is responsible for building the infrastructure and establishing the connections to advance population health in Monterey County





Community Health Innovations

Community Health Innovations
An affiliate of Community Hospital of the Monterey Peninsula



Disease
Management

Emphasis
on Wellness



Integrated
Population
Management

Coordinated Care

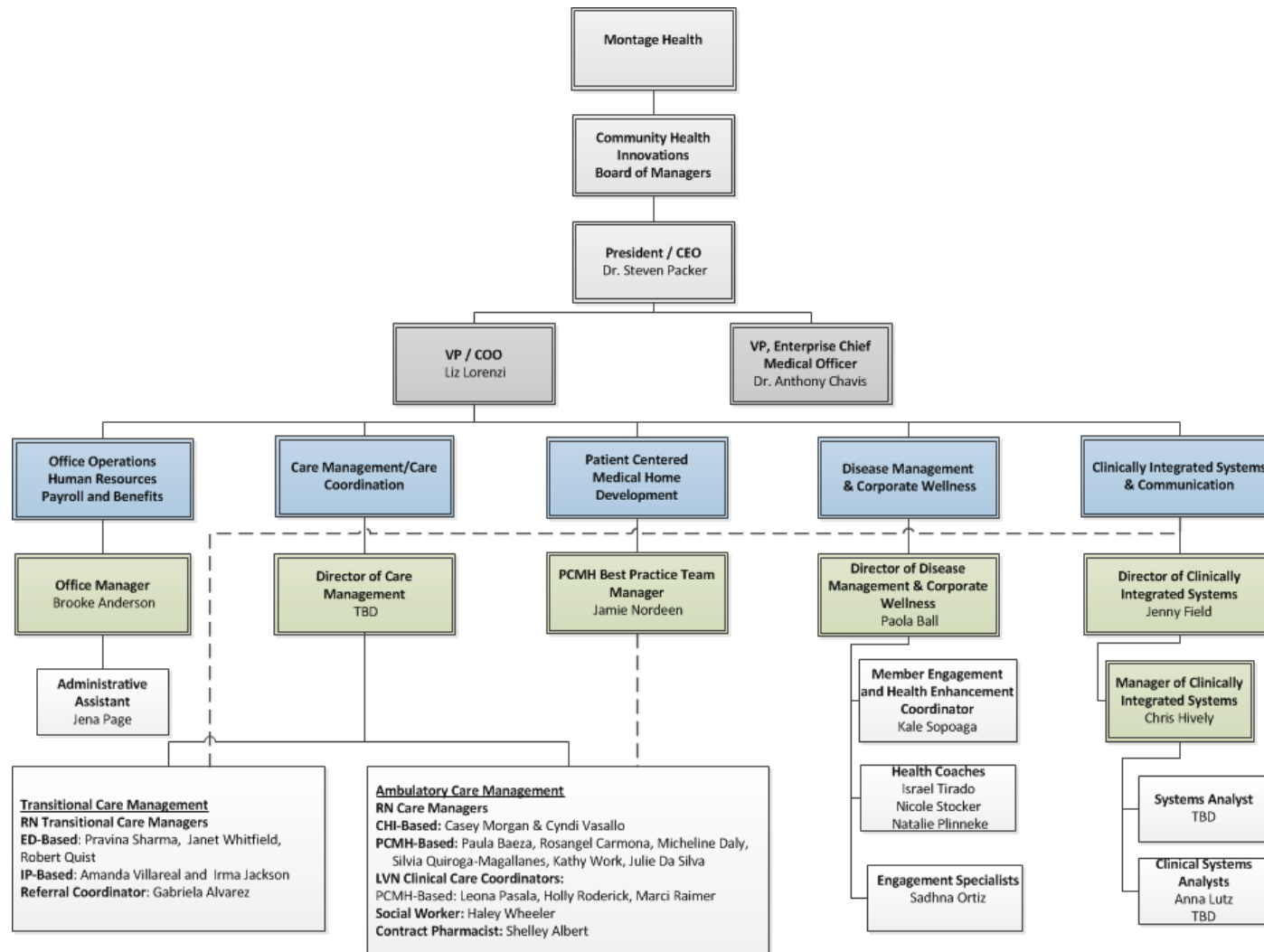


Health
Information
Exchange

Physician
Engagement
and Alignment



CHI Organizational Chart



CHI Services & Strategic Alliances

Health Information Exchange



Care Management and Coordination



Patient Centered Medical Home



Physician Alignment and Engagement



Monterey Bay Independent Physician Association



Value Based Purchasing



Disease Management and Wellness



CHI Delegated Services

Aspire Medicare Advantage

- 1,500 Members
- Complex Care Management
- Transition of Care Management
- Care Coordination
- Member Customer Service

CalPERS Exclusive Provider Organizations

- 2,500 Covered Lives
- Complex Care Management
- Transition of Care Management

Anthem Enhanced Personal Health Care

- 30,000 Covered Lives
- Disease Management Engagement & Referral
- Transition of Care Management
- Complex Care Management

PCMH Partner Practices

- 50,000 Practice Patients
- Embedded Care Managers
- Complex Care Management
- Transition of Care Management
- Participate in Team-based Care model

CHOMP & SVMH Employee & Dependents*

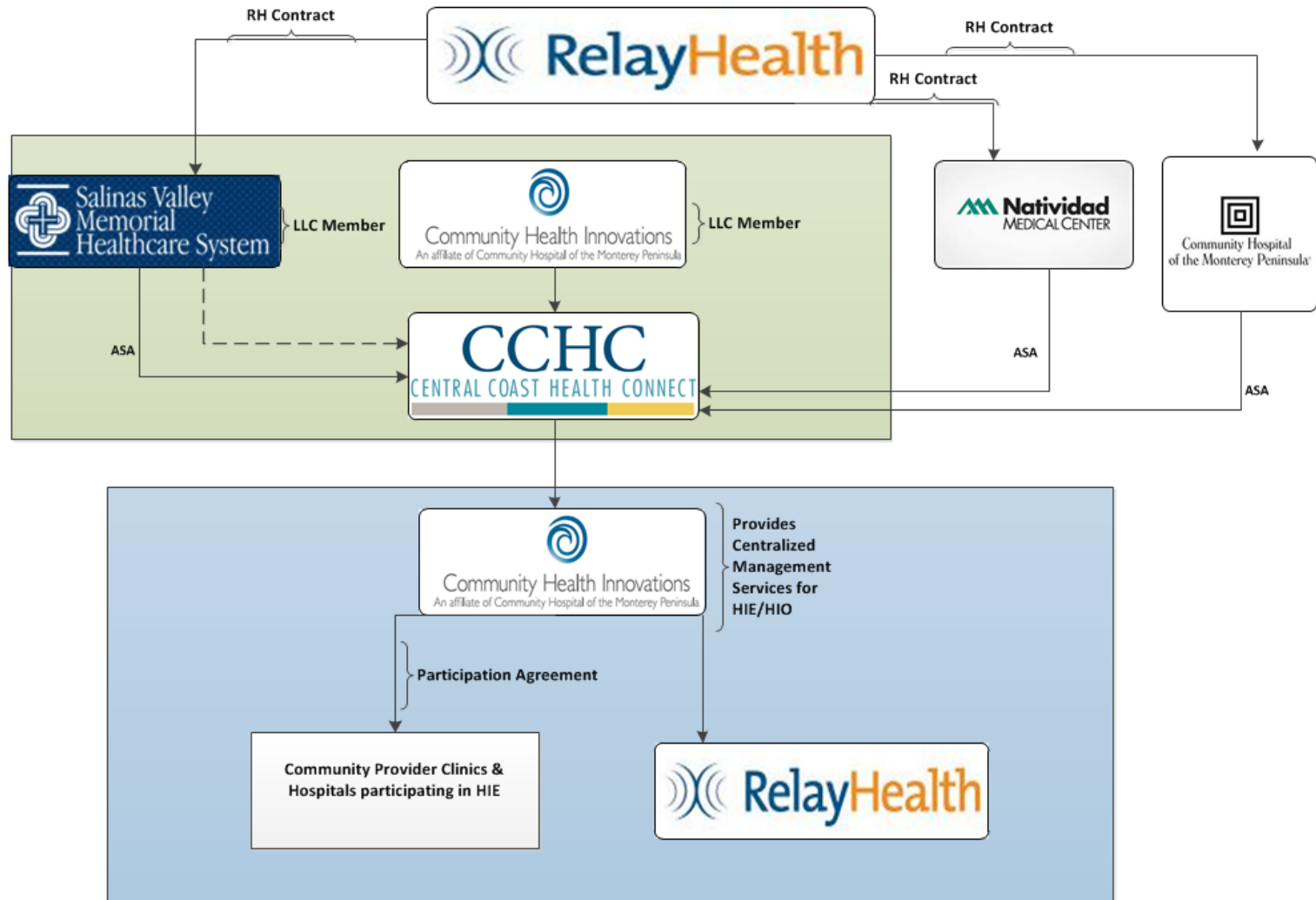
- 10,000 Covered Lives
- Supporting the Monterey-Salinas Healthcare Collaborative
- Disease Management
- Complex Care Management



Care Management and Coordination Programs

Hospital Based	
ED Care Management	Short-term care management of clinically complex patients who frequently use the ED for non-emergent medical conditions. Provides safe discharge planning for socio-economically complex patients, providing PCP appointments and community referrals/resources, reduces unnecessary admissions.
ED Recurrent Visitor Program	Short-term care management of patients with behavioral health and substance abuse conditions
Inpatient Care Management	Facilitate safe transitions of care for clinically complex patients from hospital to home and manage patient care for 30 days post discharge.
Ambulatory Based	
Complex Care Management	The management of patients with complex and/or multiple chronic medication conditions in which medical, functional or cognitive status, gaps in care, and/or biopsychosocial factors may impede optimal health outcomes and adherence to medical treatment plans/goals
Care Coordination	A deliberate organization of patient care activities between two or more participants (including the patient) involved in a patient's care to facilitate the appropriate delivery of health care services
Social Services	The management of patients who would benefit from additional support of a social worker for consultation and/or direct patient intervention
Pharmacy Services	The management of patients who would benefit from additional support of a pharmacist for consultation

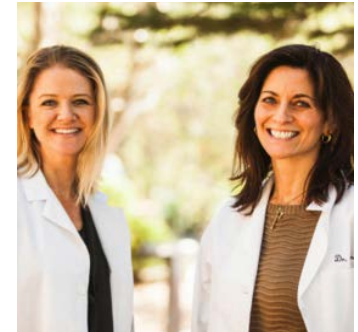
Central Coast Health Connect



Patient Centered Medical Home

- 4 PCMH practices
 - 29 providers
 - 7 RN Care Managers
 - 3 Clinical Care Coordinators (LVNs)
 - 60,000 patients
- CHI RNs/CCCs
 - Trained on practice EMR
 - Use Care Management software system

Location	2011 Level 3 Recognition	Renewal Date
PCM Salinas	11/19/14	2017
PCM Monterey	2/17/14	2017
PPC Carmel	1/20/15	2018
PPC Marina	1/20/15	2018



Disease Management & Wellness



Biometric Screenings

CalPers EPO program



Corporate Wellness Programming

OrganicGirl



Member Engagement

Anthem EPHC
51% engagement



Disease Management

Behavioral health coaching model

No Secret Sauce



BAIN & COMPANY

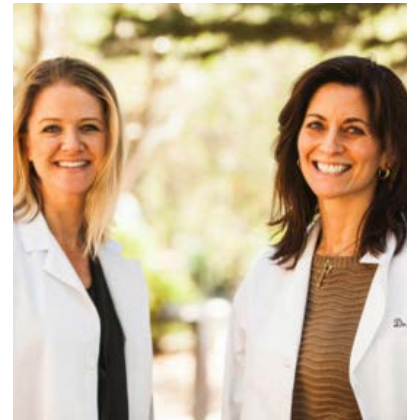


pwc



Lessons learned

- Build the bridge while you walk on it
- Know your market
- Build a committed and talented team
- Know your technology barriers and develop creative solutions
- Take pride – everyday someone's life is measurably better



Thank you

