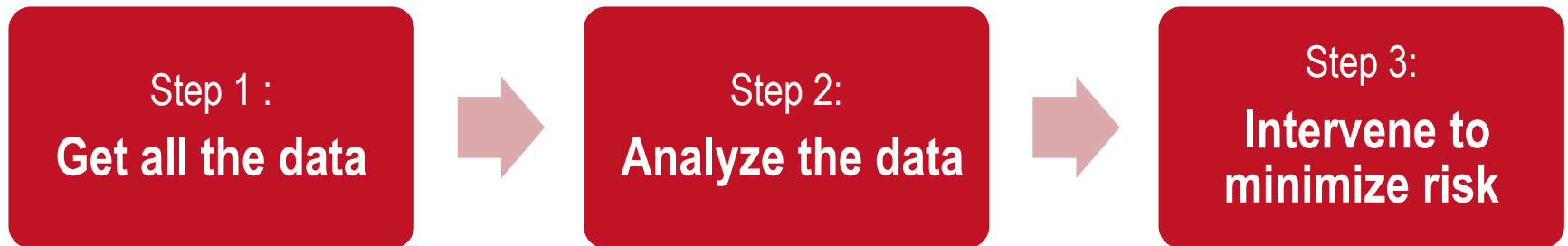# Yakima Valley Farm Workers Clinic

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Managing Our Risk

Creating insight and ensuring financial success in an at-risk environment
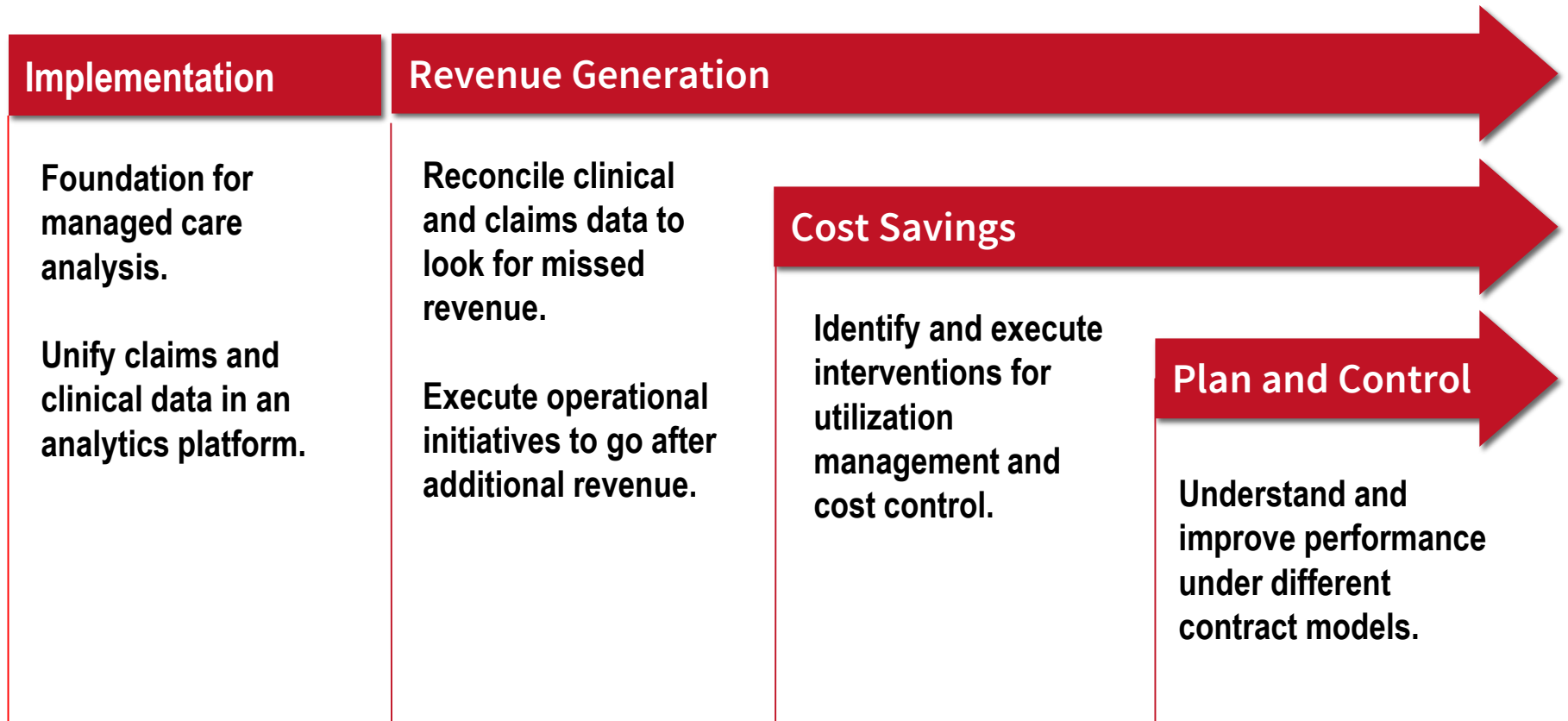
February 2015

Current State Assessment & Challenges

- YVFWC has been in managed care for 25 years

- The majority of those years have been profitable, but things have become harder recently:

  - We are taking on more risk with less cushion

  - Margins are thinner and harder to attain

- **We needed insight to manage our risk, but we did not control the required data**.

Step 1 :
Get all the data
→
Step 2:
Analyze the data
→
Step 3:
Intervene to minimize risk

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Managed Care Support Program

- YVFWC managed care support program has four phases:

Implementation

Foundation for managed care analysis.

Unify claims and clinical data in an analytics platform.

Revenue Generation

Reconcile clinical and claims data to look for missed revenue.

Execute operational initiatives to go after additional revenue.

Cost Savings

Identify and execute interventions for utilization management and cost control.

Plan and Control

Understand and improve performance under different contract models.

- Implementation is complete; YVFWC now looking at revenue generation opportunities.

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Managed Care Reporting

Revenue Generation

- **Patient/member misalignment**
- **Enrollment gaps**
- **Capitation and premium accuracy**
- **Quality bonus performance**
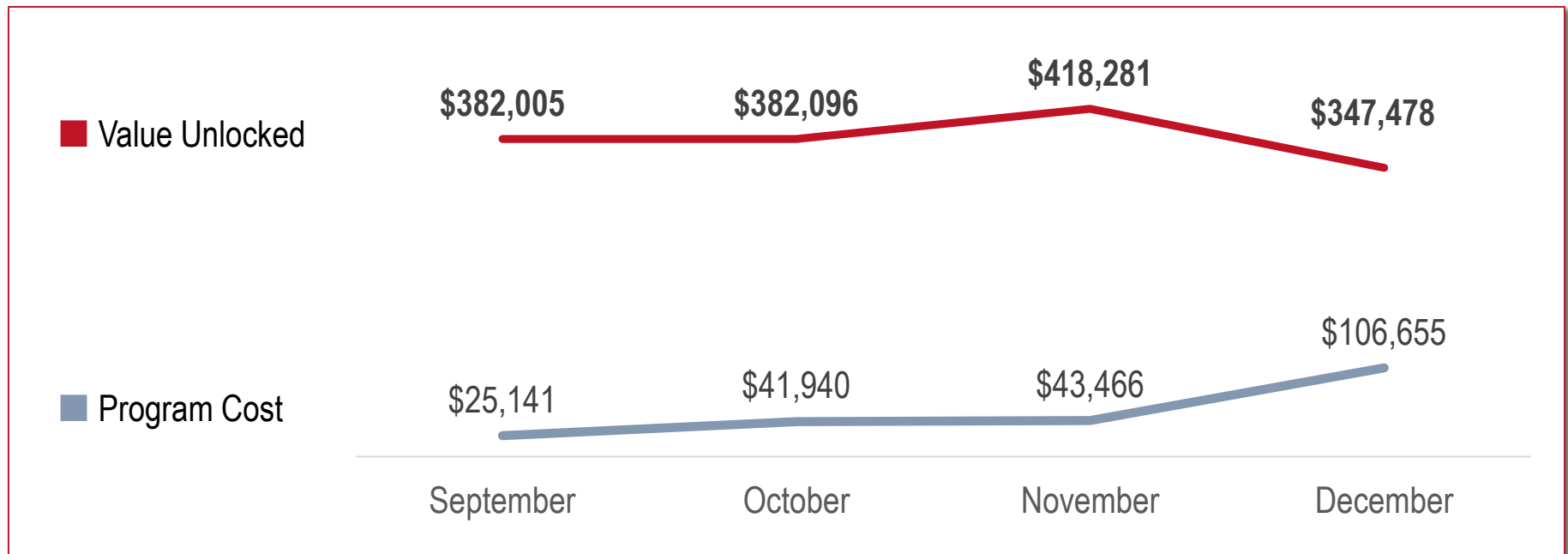- Pool funds accuracy & trending

Cost Management

- High risk / disengaged patients
- Inpatient census and frequent admissions
- Recent ED visits
- High cost members
- Prescription fills v. formulary

Profitability Management

- Projected performance against different risk-based contract models.

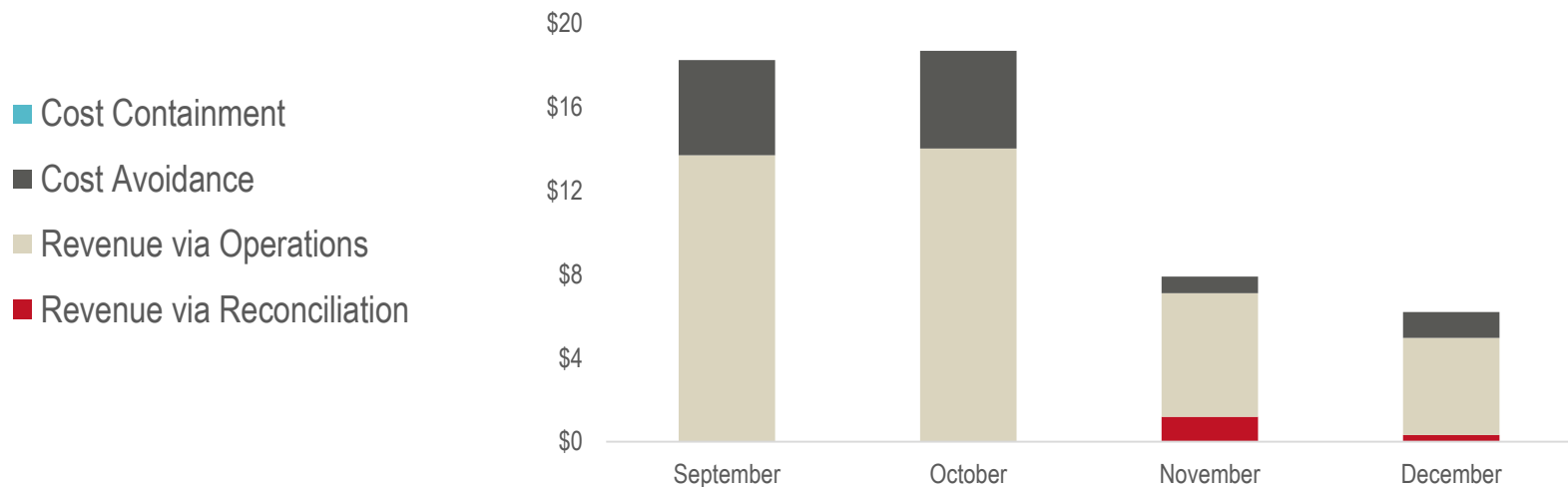we are family

Value Unlocked from Analysis

- Value unlocked from reporting substantially exceeds cost to implement program.

- Looking forward, value unlocked will increase as additional reporting and patients are added to program.

	September	October	November	December
Value Unlocked	$382,005	$382,096	$418,281	$347,478
Program Cost	$25,141	$41,940	$43,466	$106,655

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Value Unlocked from Analysis

- Opportunities come from both revenue generation and cost containment.

- Mix of opportunities varies by month based on patient population, analytical focus.

PMPM Opportunity, by Month

Legend:
- Cost Containment
- Cost Avoidance
- Revenue via Operations
- Revenue via Reconciliation

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Example | Enrollment Gaps

Sample: Report

Inclusion Reason

| Re-Enrolled | Renewal Due |
| Renewal Overdue | Retroactively Re-Enrolled |

Plan_Eligibility$Start_...

- 6/1/2010
- 7/1/2010
- 8/1/2010
- 9/1/2010

Plan_Eligibility$End_d...

- 5/31/2014
- 6/2/2014
- 6/4/2014
- 6/17/2014

Enrollment Gaps and Recertification Report

The purpose of R2 is to identify:
- Members whose MCO eligibility period is ending in the next 90 days
- Members whose MCO eligibility ended within the past 90 days
- Re-enrolled members, including those who retroactively enrolled with an MCO within the past 90 days

Report Parameters

1) **MCO Eligibility Start Date** prior to 08/15/2014
2) **MCO Eligibility End Date** after 08/15/2014 OR does not exist
3) **Report Run Time** is 4:30 PM EST on 08/28/2014
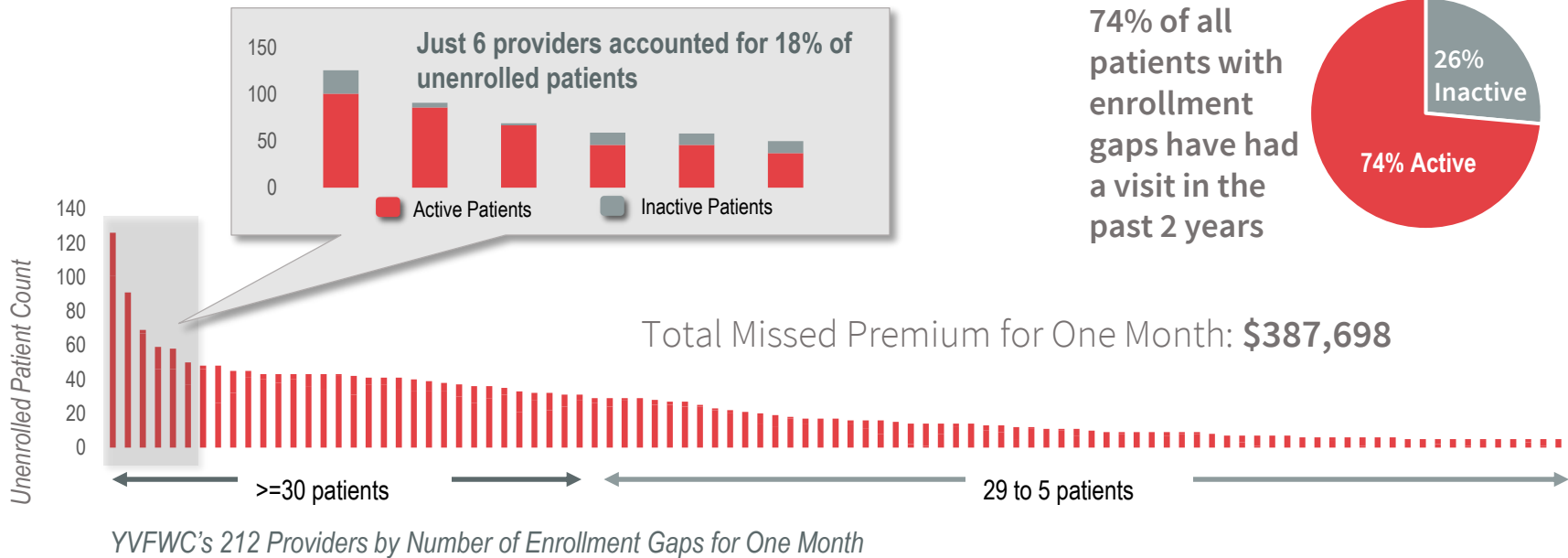4) **CHC Data Source**
5) **Report User** is Arcadia

Plan_Eligibility$Start_date__dt ▼   Plan_Eligibility$End_date__dt ▼

Count of Inclusion Reason

Total

(bar chart with values: Re-Enrolled ~5000, Renewal Due ~300, Renewal Overdue ~1900, Retroactively Re-Enrolled ~800; y-axis 0 to 6000)

■ Total

Inclusion Reason ▼

arcAdia
HEALTHCARE SOLUTIONS

Sample: Patient Exception List (De-identified)

Person ID	Inclusion Reason	High_Cost$Status	Member_Last_Name	Member_First_Name	Member_Middle	Member_DOB	Member	Gender	Phone_Number	Home_Address_1	Home_Addr	patinfo-City	patinfo-State
1000	Renewal Overdue	Yes	TestLast 6	TestFirst 6	Z	1/1/1900	32	F	9999999999	123 test 1	NULL	City1	WA
1001	Re-Enrolled	No	TestLast 7	TestFirst 7	NULL	1/2/1900	32	M	8888888888	124 test 1	NULL	City2	WA
1000	Retroactively Re-Enr	Yes	TestLast 6	TestFirst 6	Z	1/3/1900	32	F	9999999999	123 test 1	NULL	City1	WA
1001	Renewal Due	No	TestLast 9	TestFirst 9	NULL	1/4/1900	32	M	6666966666	126 test 1	NULL	City4	WA
1002	Renewal Overdue	No	TestLast 10	TestFirst 10	NULL	1/5/1900	32	F	5555599999	127 test 1	NULL	City 1	WA
1003	Re-Enrolled	No	TestLast 11	TestFirst 11	NULL	1/6/1900	32	M	8999999999	128 test 1	NULL	City 2	WA
1004	Retroactively Re-Enr	No	TestLast 12	TestFirst 12	F	1/7/1900	32	F	4000080000	129 test 1	NULL	City 3	WA
1005	Renewal Due	No	TestLast 13	TestFirst 13	NULL	1/8/1900	32	M	7777700000	130 test 1	NULL	City 4	WA

Additional data elements on patient exception list.

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YVFWC

Unenrolled members by provider panel

- A comparison of enrollment data from the plan with EHR PCP assignments found that just 6 providers accounted for 18% of that month's member enrollment gaps.

Just 6 providers accounted for 18% of unenrolled patients

Active Patients · Inactive Patients

74% of all patients with enrollment gaps have had a visit in the past 2 years

26% Inactive

74% Active

Total Missed Premium for One Month: **$387,698**

Unenrolled Patient Count

>=30 patients

29 to 5 patients

YVFWC's 212 Providers by Number of Enrollment Gaps for One Month

- This is actionable – we can address the enrollment issue with these specific providers.

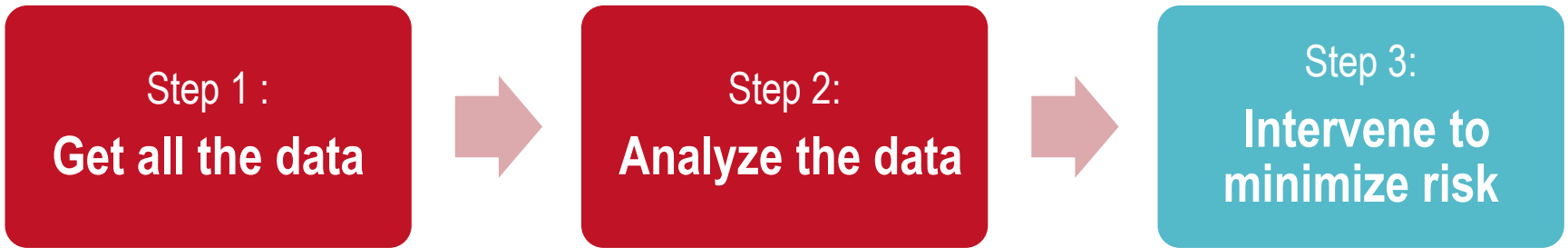- Getting these patients enrolled is worth $70K per month to us.

YVFWC   **Note:** The value was calculated using an average premium across the two included health plans.

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Capitation Payment Discrepancies

- Each month, YVFWC misses out on capitation revenue:

$223K capitation gap **=** Capitation gap for: **1** year x **2** payers

- Gaps occur for the following reasons:

  - Patient on eligibility roster but not on capitation roster

  - Patient on capitation roster with $0 payment

  - Patient demographic information is wrong; capitation calculated incorrectly by plan

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Moving Forward

Step 1 : **Get all the data**	→	Step 2: **Analyze the data**	→	Step 3: **Intervene to minimize risk**

- The program is now generating actionable insight and analysis on a monthly basis

- We are working to get all our claims from 5 payers into the centralized warehouse

- The focus going forward is primarily on Step 3: Intervene and making sure we can do so efficiently and effectively

PMPM Opportunity, by Month

Legend:
- Cost Containment
- Cost Avoidance
- Revenue via Operations
- Revenue via Reconciliation

Months: September, October, November, December
Y-axis: $0, $4, $8, $12, $16, $20

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