

# HEALTHIER PATIENTS AND THE BOTTOM LINE: A REAL JOURNEY TO VALUE

Patrick R. Young, President of Population Health  
Hackensack Meridian *Health*



Hackensack  
Meridian *Health*

KEEP GETTING BETTER



## Housekeeping

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**ORACLE** Cerner

- Speakers will present for approximately 45 minutes
- Q&A will take the remainder of time
- You can submit written questions using the Questions tab on your dashboard to the right of your screen at any time during the webinar
- During the Q&A session, you can use the “raise hand” feature on your dashboard to ask a live question
- Webinar is being recorded
- Slides and recording will be available on the NAACOS website within 24 hours. You will receive an email when they are available

# HACKENSACK MERIDIAN *HEALTH*

## 17 Hospitals

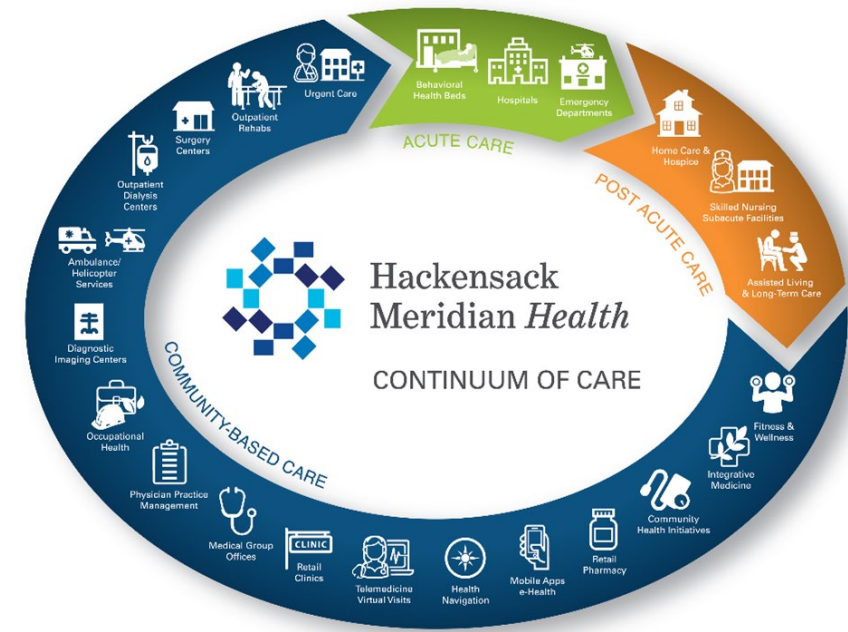
- 3 Academic Centers
- 9 Community Hospitals
- 2 Children's Hospitals
- 2 Rehabilitation Hospitals
- 1 Behavioral Health Hospital

## 500+ Patient Care Locations

- Ambulatory Care Centers
- Surgery Centers
- Home Health Services
- Long-term Care and Assisted Living

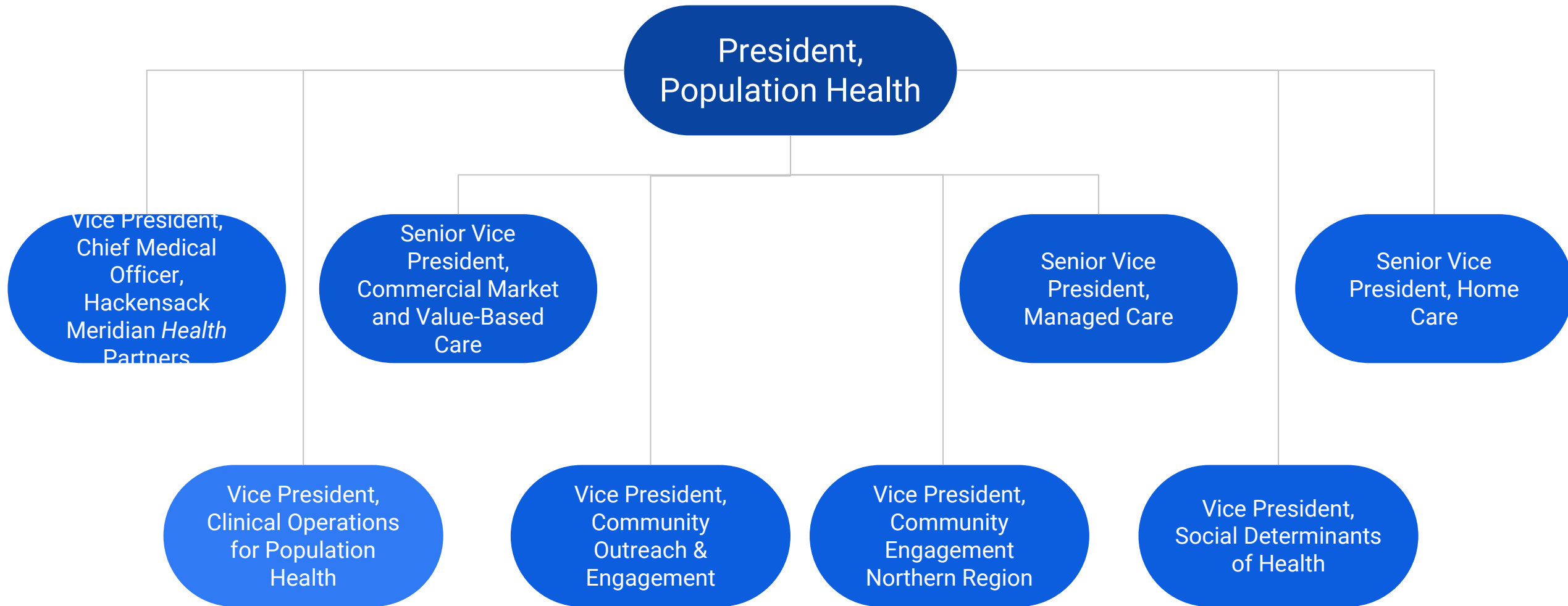
36,000+ Team Members

7,000+ Physicians



Largest health system in New Jersey

# POPULATION HEALTH LEADERSHIP



# VALUE-BASED PAYOR CONTRACTING STRATEGY

## Commercial “Product Based” Network

- Take a local health care approach with a narrow network
- Offer Hackensack Meridian *Health* Partners on an exclusive Tier 1 basis to all business segments (ie: self funded, fully insured, small and large employers)

## Shared Savings Network Model ▫ Migration to Risk

- Create collaborative, sustainable, quality-driven agreements that reduce cost.
  - ❑ Upside only shared savings and unrecoverable care coordination payments to increase physician engagement
  - ❑ Incentivize based on quality performance and total cost of care savings with efficiency metrics (ie: ER visits, readmissions, skilled nursing utilization, PMPM costs)
  - ❑ Understand total cost of care as a percent for premium; establishing savings targets based on percentage of medical loss ratio (MLR)
- Higher savings split to Hackensack Meridian *Health* Partners (70%/30% split for most contracts)
- 2022 risk contracting with limited downside exposure to deficits, but shared savings to 85% split

## Medicare Shared Savings Program, Medicare Advantage Joint Venture and Risk Migration

- Upside-only shared savings, Track 1 until end of 2022. Shared savings distribution eligibility reduced to 40%
- Quality and efficiency metrics that enhance STAR ratings
- Braven risk arrangement based on MLR target with limited downside risk

# A SUCCESSFUL START TO VALUE-BASED CARE

## Hackensack Alliance ACO

- o Nearly 34,000 beneficiaries
- o More than \$204 Million in Total Savings since 2013
- o 97.81% Quality Score\*

## JFK Health ACO

- o More than 13,000 beneficiaries
- o More than \$26 Million in Shared Savings since 2014\*
- o 96.25% Quality Score\*

## Meridian ACO

- o Nearly 32,000 beneficiaries
- o 96.87% Quality Score\*

*\*Performance Year 2020*

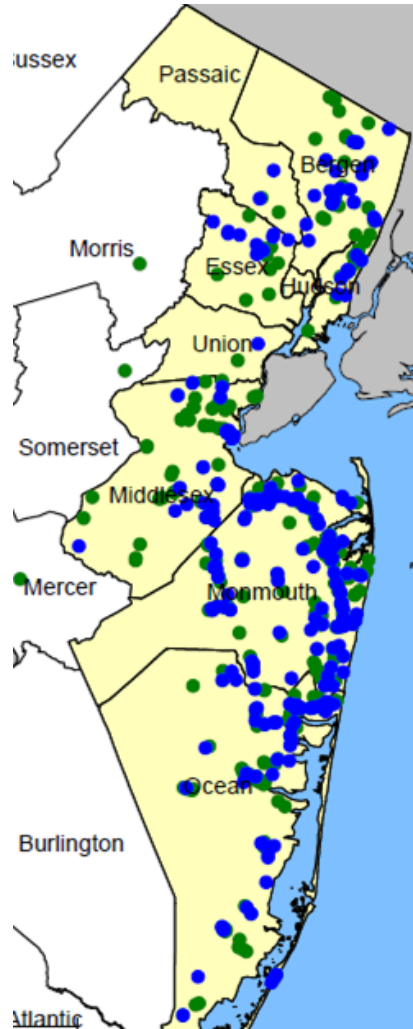


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# A LEADER IN VALUE-BASED CARE

ACO	Total Savings	Shared Savings	Participant TINs*	Participating Providers*
Hackensack Alliance	\$204,003,822	\$90,918,769	21	466 Physicians, 124 Other
Meridian Health	\$16,564,312	\$7,296,256	101	
JFK Health	\$26,648,123	\$10,272,555	158	1,224 (includes physicians and mid-levels)
<b>TOTAL</b>	<b>\$247,216,257</b>	<b>\$108,487,580</b>		

# HACKENSACK MERIDIAN *HEALTH* PARTNERS



## Contracting Vehicle for:

- Value-based contracting
- Bundle arrangements
- Medicare Advantage Joint Venture
- Upside/downside risk arrangement

Hackensack Meridian *Health* Partners can assume financial risk and pay providers:

- ✓ Obtained ODS license
- ✓ Approved for DOBI insurance license
- ✓ Filed with CMS for a Medicare Advantage product

**4,500+** Participating Physicians

**aetna**<sup>®</sup>

**AmeriHealth**<sup>®</sup>  
NEW JERSEY

 **Cigna**<sup>®</sup>

**Horizon**<sup>®</sup> 

## 2022 Key Initiatives

- Roll out Specialist Quarterly performance metrics
- Integrate clinical data from independent practices
- Establish minimal threshold for quality and efficiency metrics
- ✓ Roll out Lumeris/Oracle Cerner new population health analytics and data hierarchy



# SUCCEEDING IN COMMERCIAL VALUE-BASED CARE

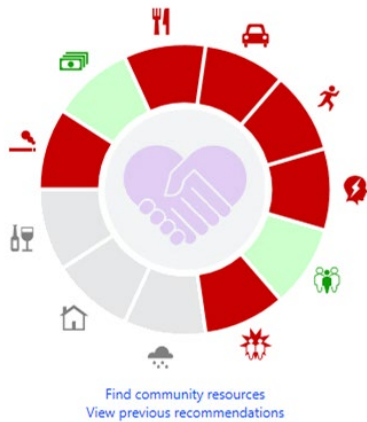
Performance Year	Care Coordination	Shared Savings	Other	Total
2020	\$17,199,000	\$22,287,180	N/A	\$39,486,180
2021	\$17,371,795	\$11,008,421	\$255,554	\$28,635,770
TOTAL	\$34,570,795	\$33,295,601	\$255,554	\$68,121,950

# AN INTEGRATED APPROACH TO PATIENT CARE

## Social Determinants of Health

- Food Security
- Housing Stability
- Transportation and Mobility Access
- Caregiver Support
- Mental Health/Behavioral Health/SUD

♥ Social Determinants of Health ♥



## Physician Practice

- Administer clinical care

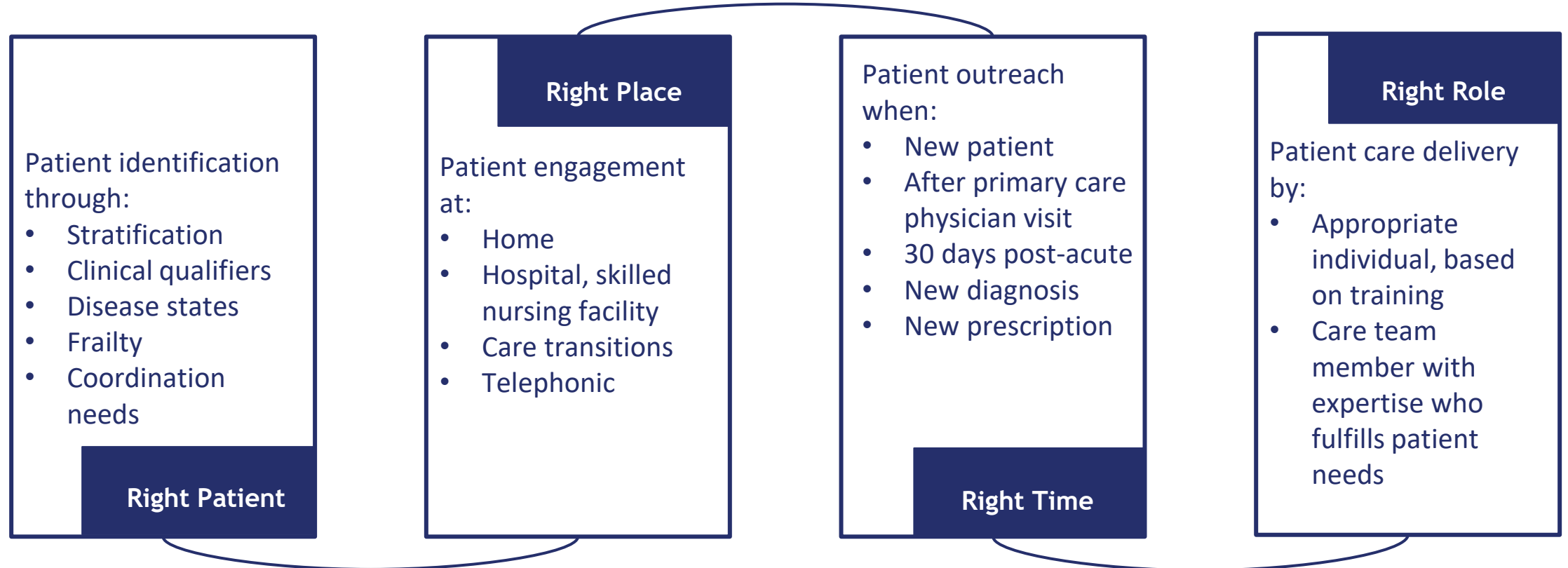
## Care Management

- Close gaps in care
- Stratify patients
- Connect patient to appropriate care setting



# COORDINATED CARE MANAGEMENT APPROACH

Harmonized Care for Patient Population Across all Care Settings

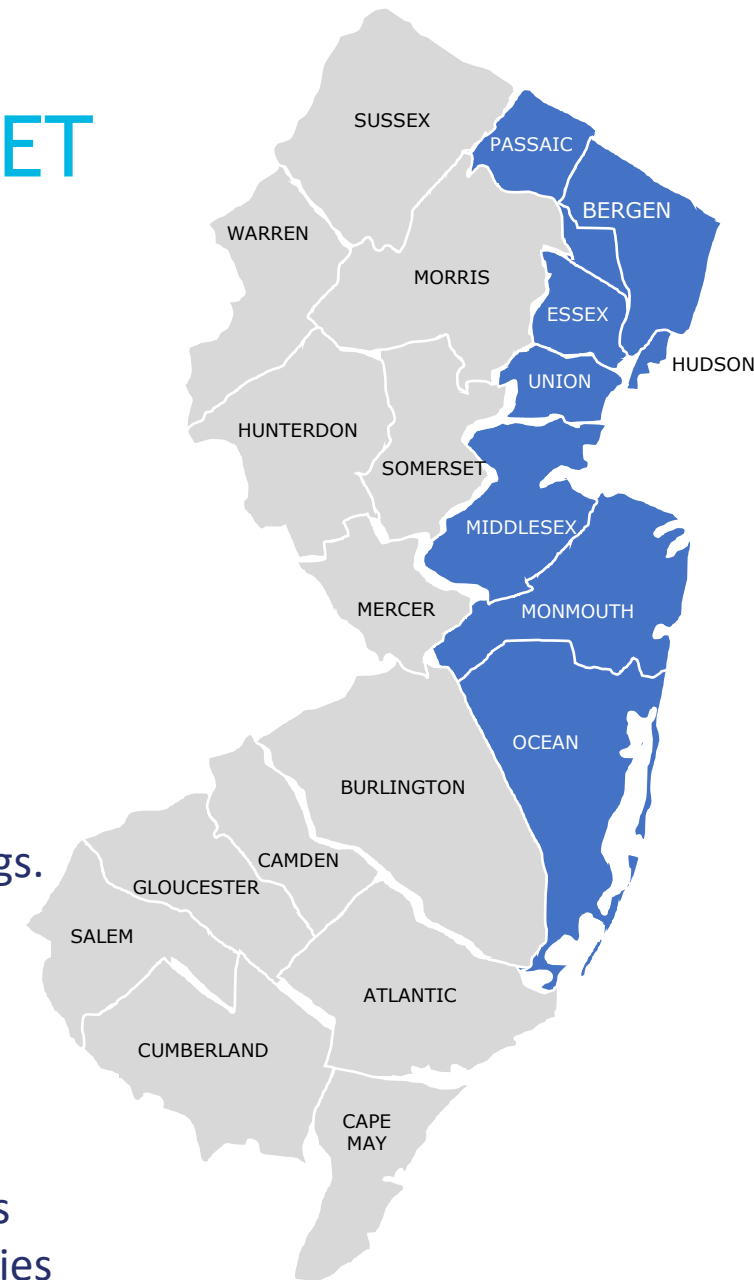


# NEW JERSEY MEDICARE ADVANTAGE MARKET

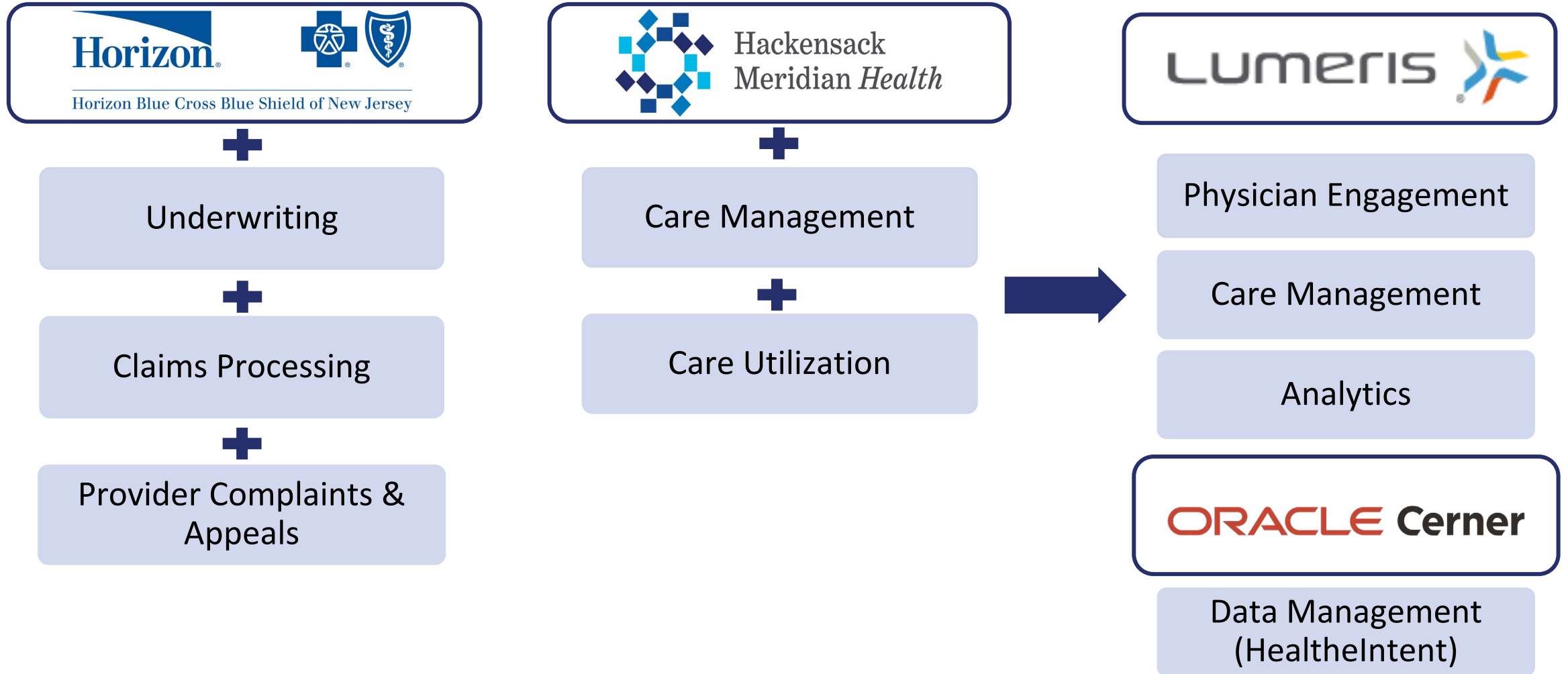
- ✓ 1.5 Million Medicare Beneficiaries live in New Jersey.
- ✓ Only 300,000 Medicare Beneficiaries are enrolled in MA plans – approximately 10-15% lower than the national average.
- ✓ More than half of the state's eligible MA members live in Hackensack Meridian *Health's* eight county market area.

## Medicare Advantage Opportunity

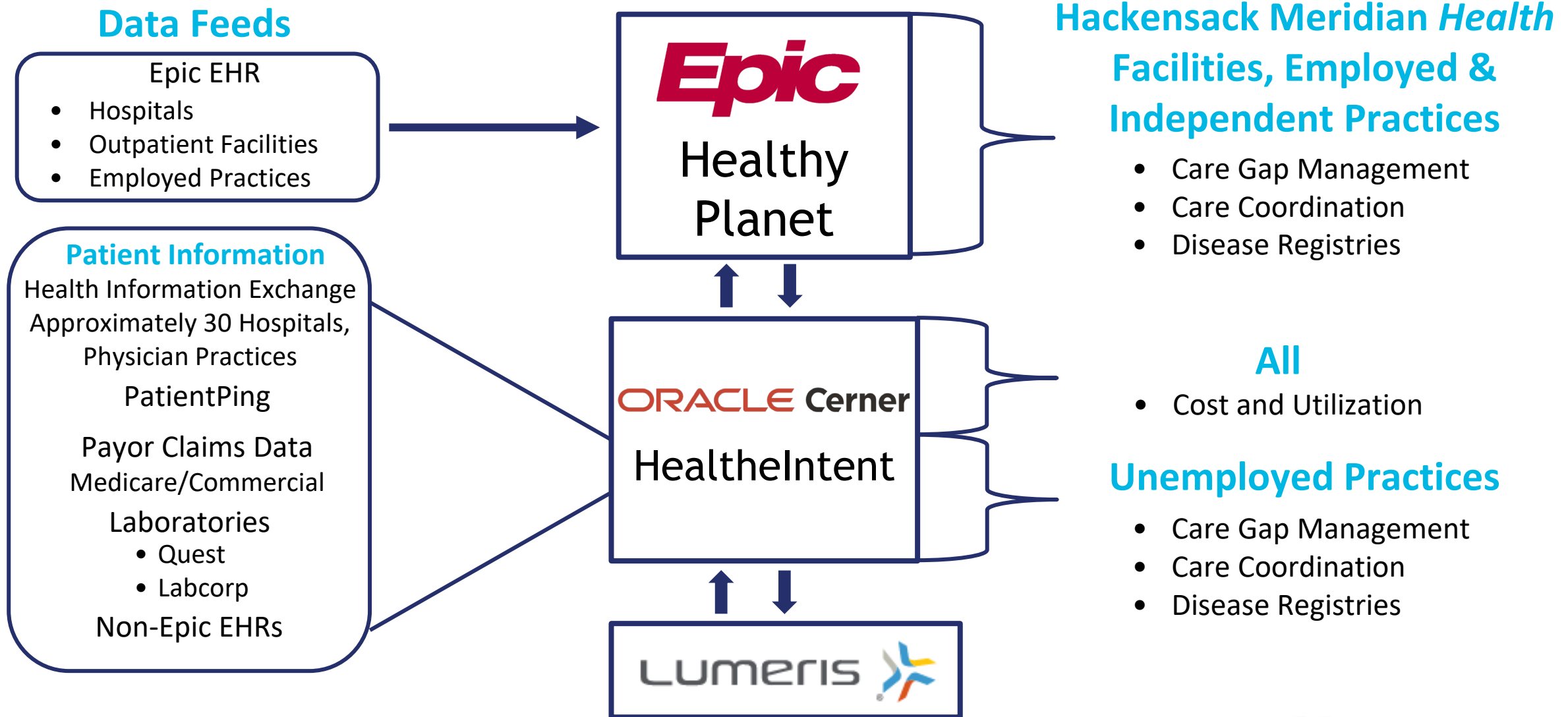
- Improve of Medicare line of business by:
  - Participating in underwriting returns in addition to fee for service earnings.
  - Generating net new volume to Hackensack Meridian *Health* through distribution of high-value products and limited network.
- Joint venture enables Hackensack Meridian *Health* to:
  - Share risk
  - Start with significant membership
  - Leverage partner's experience with administrative and actuarial activities
  - Create a partnership with a large continuum of care across several counties



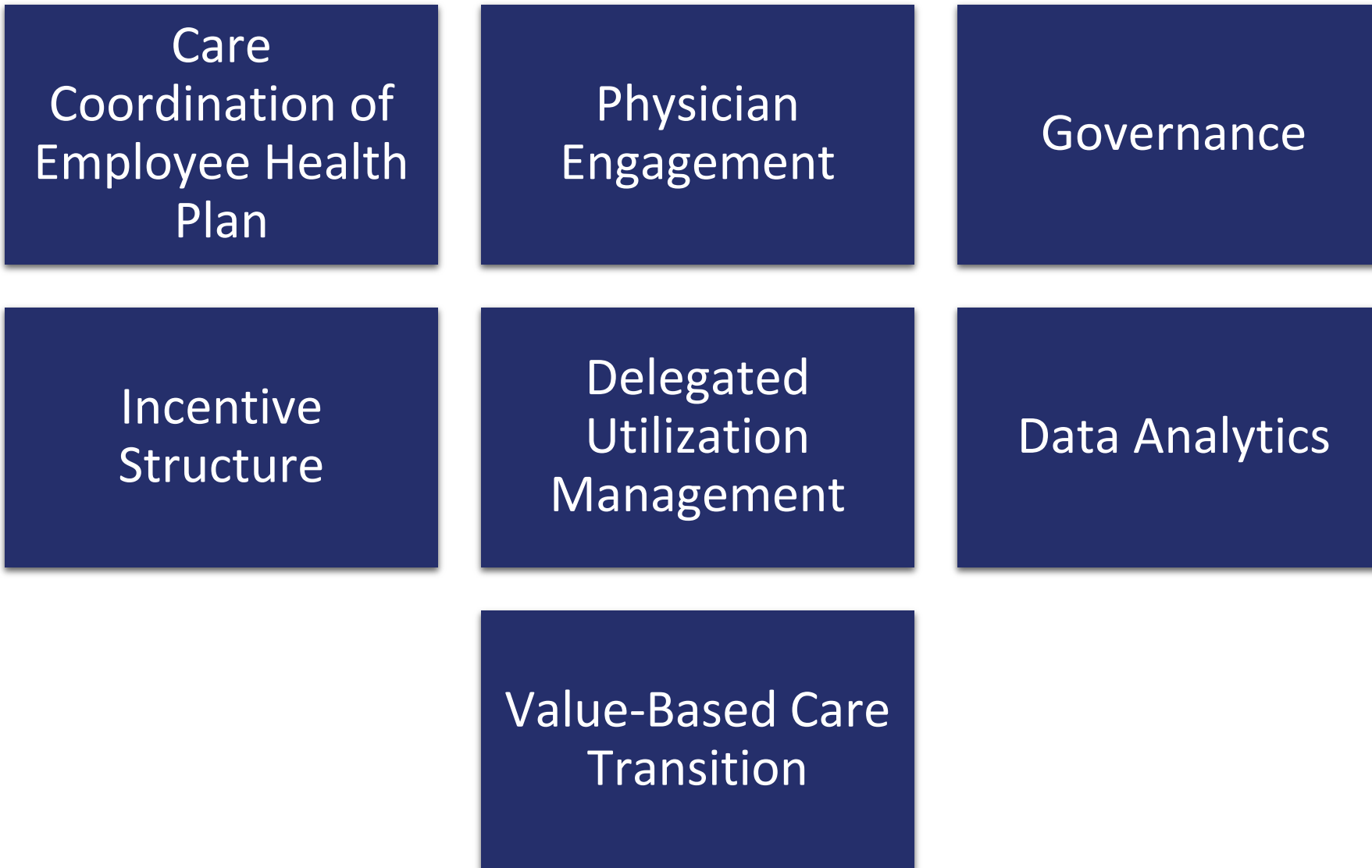
# JOINT VENTURE **MEDICARE ADVANTAGE PLAN**



# CREATING A POPULATION HEALTH DATA WAREHOUSE



# LUMERIS PARTNERSHIP



# JOINT VENTURE STRUCTURE

Term	Detail
JV Purpose	Create a differentiated, high-value experience for members of the Joint Venture health plan and other attributed beneficiaries that improves patient experience and outcomes while managing medical costs.
Ownership	50% Horizon Blue Cross Blue Shield of New Jersey 40% Hackensack Meridian <i>Health</i> 10% RWJBarnabas Health*
Capitalization	<ul style="list-style-type: none"><li>• Pro rata, based on ownership</li><li>• Membership Acquisition Cost: Hackensack Meridian <i>Health</i> will contribute to the Joint Venture or provide payor with funds representative of 50% of the value of payor's membership contributed to the Joint Venture.</li></ul>
Scope	<ul style="list-style-type: none"><li>• The Joint Venture will secure health plan license(s) to offer Individual (i.e. consumer) and Group Medicare Advantage products in the Joint Venture service area.</li></ul>
Exclusivity	The Joint Venture is each Party's exclusive vehicle to offer Individual and Group Medicare Advantage insurance products in the Joint Venture service area with some exceptions
Governance	Shared 50:50 with unanimous approval required for material decisions concerning the JV

\*Opportunity for other partners to buy up to 6% into the Joint Venture



# BRAVEN HEALTH DISRUPTS THE MARKET

New Jersey's **first and only** company and Medicare plan developed by any health care provider and insurance company.



Sept. 14  
Braven Health  
Launches

Oct. 15  
Open  
Enrollment  
Begins

Dec. 7  
Open  
Enrollment  
Ends

Jan. 1  
Braven Health  
Begins

September

October

November

December

January

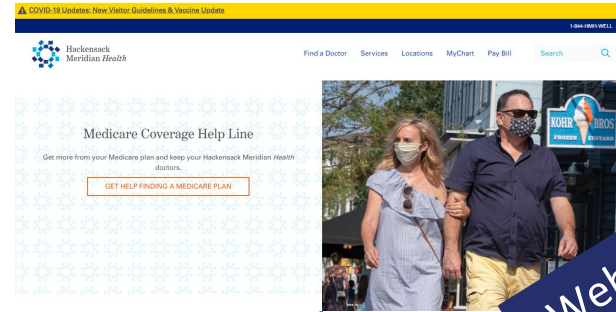


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# BRAVEN HEALTH DISRUPTS THE MARKET



Affiliation Letter



Website

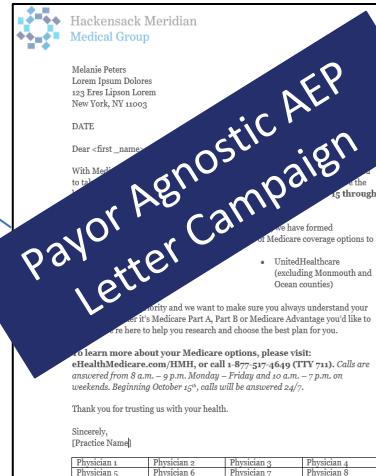


Payor Agnostic AEP Email Campaign



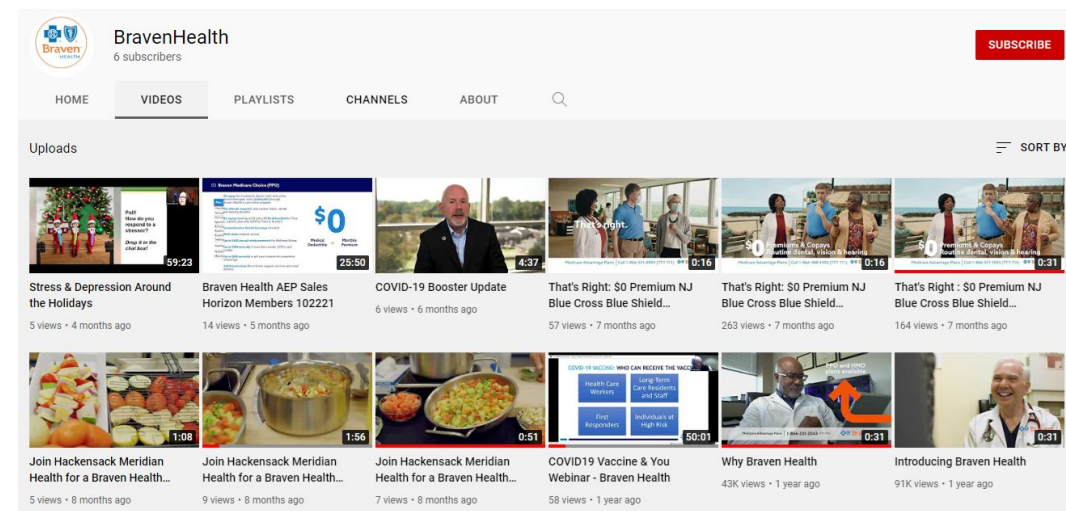
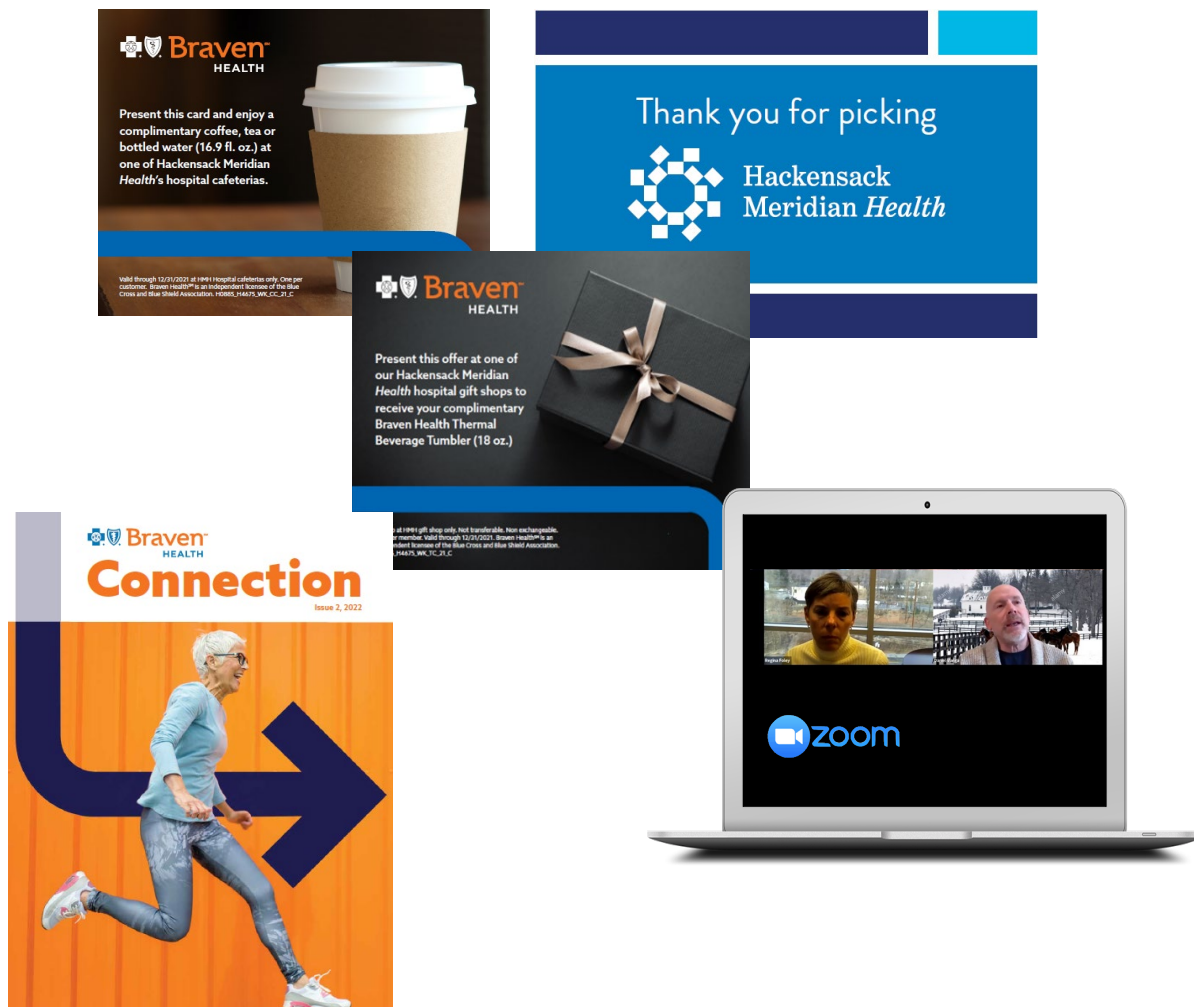
TV

Payor Agnostic AEP Letter Campaign



- ✓ TV commercial featuring HMM physicians
- ✓ Letters signed by HMM PCPs
- ✓ Built off existing Age-In campaign
- ✓ Partnership with HealthShare 360 and eHealth
- ✓ Physician Advisory Council

# MAINTAINING MEMBER SATISFACTION



- ✓ Perks at Hackensack Meridian *Health* hospitals
- ✓ Exclusive webinars for members
- ✓ Video content featuring Hackensack Meridian *Health* experts
- ✓ Newsletter content featuring Hackensack Meridian *Health* and RWJBarnabas Health experts

# BRAVEN HEALTH BREAKS RECORDS

## AEP 2021

- **Highest enrollment** in its 8-county area for any Medicare Advantage plan in New Jersey history for AEP 2021.
- Braven Health **enrolled more members** than all New Jersey Medicare Advantage plans did in its 8-county area for 2021.
- Braven Health enrolled **75%** of its 8-county area for 2021.

## AEP 2022

- **Highest two-year enrollment** in the last 16 years for any New Jersey Medicare Advantage plan.
- **Third largest** Consumer Medicare Advantage plan in the area.

## OEP 2022

- Added **more than 1,000** members in the first quarter of 2022.
- Enrolled **72%** of all new members in the area.

Braven <sup>™</sup> HEALTH		Braven Medicare Plus (HMO)	
MEMBER NAME I BILLSXUAT		OFFICE VISIT: \$0.00	
MEMBER ID NUMBER <b>B7T3HZN71105500</b>		SPECIALIST: \$20.00	
GROUP NUMBER 00-682J0		EMERGENCY ROOM: \$90.00	
EFFECTIVE DATE		RxBIN 0164	
BC/BS PLAN CODES 280/780		RxPCN HM	
ISSUER (800-444-4444)		RxGRP R	
BravenHealth		105500	
		S-H4675-00	

**27,000+  
Members\***

*\*As of June 20, 2022*



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# QUESTIONS

For more information visit [cerner.com/vbc](https://cerner.com/vbc)