

Carilion Clinic: Formation and Transactions – Physician Leadership and its Impact on Liability Engagement, Competition and Production

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CARILIONCLINIC

CARILION CLINIC



- 7 Hospitals
- Serving 1/3 of the state
- Virginia Tech Carilion School of Medicine and Research Institute
- 246 practices locations
- 1,133 employed providers by headcount
- Significant financial resources
 - \$1.6bn in annual net revenue
 - Over \$2.0bn in assets
 - Unrestricted cash & investments approaching \$1.0bn



CARILION CLINIC

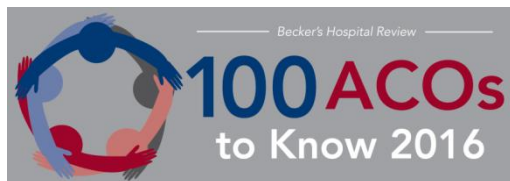
CARILION CLINIC



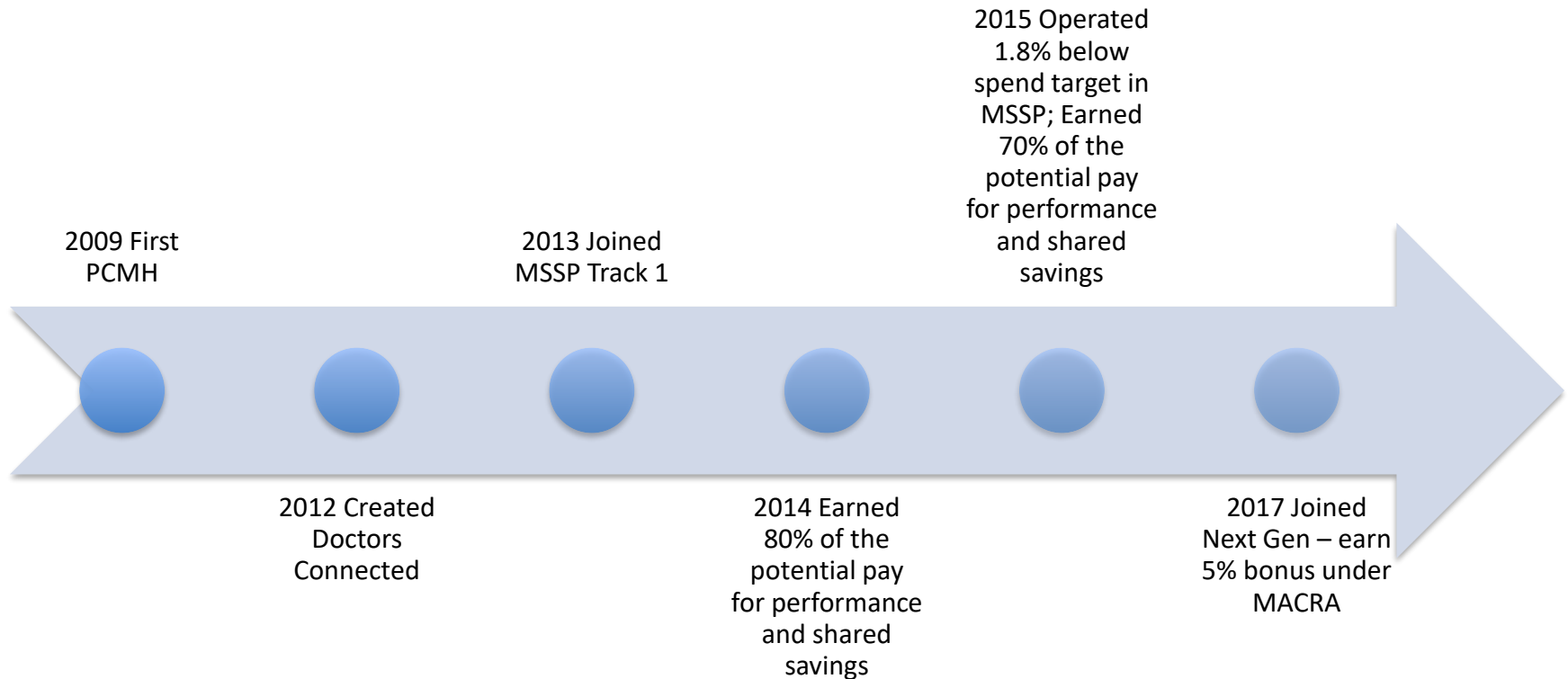
CARILION CLINIC

National Recognition

Select honors in 2016



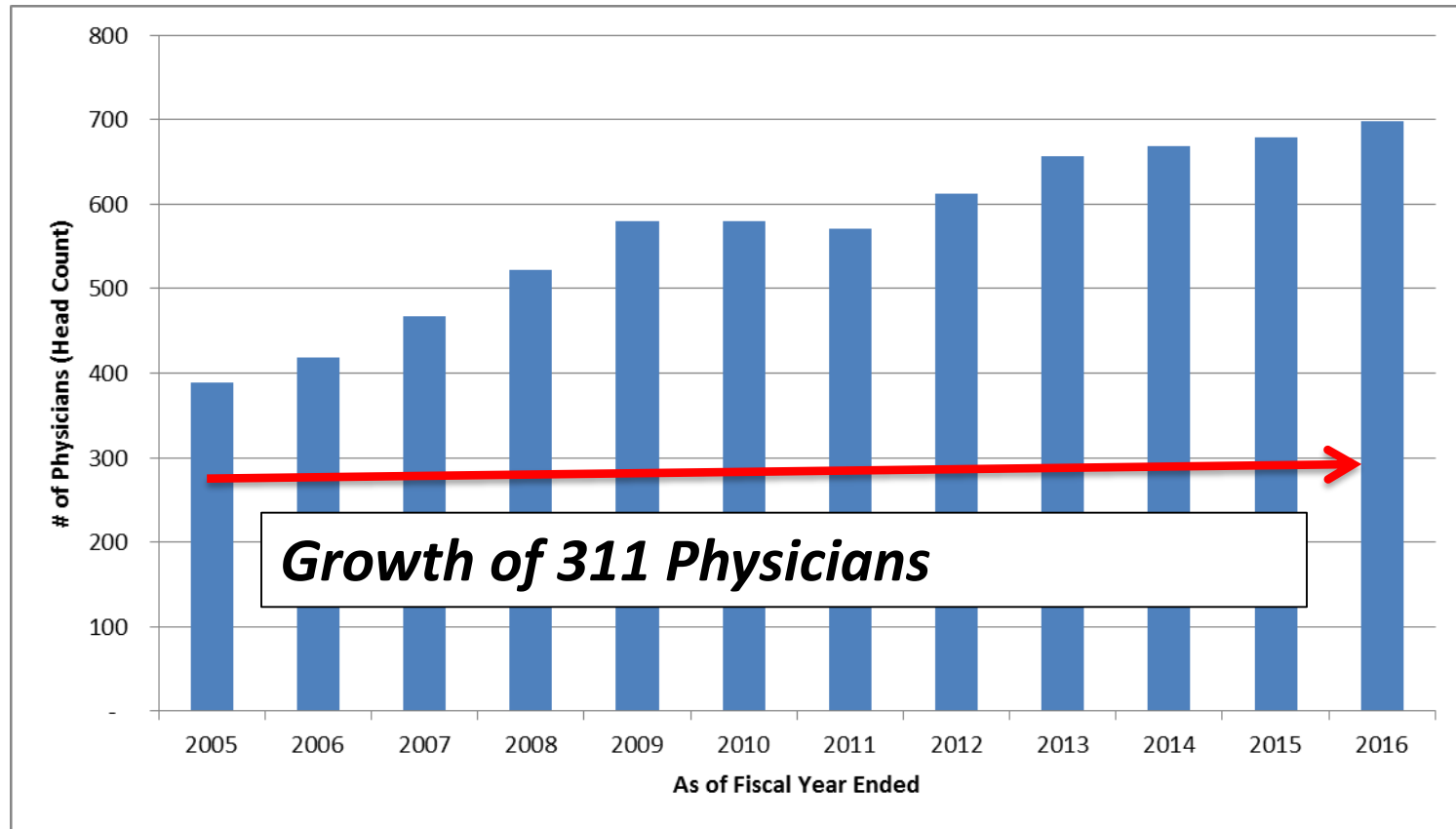
Carilion Clinic's Journey to Value



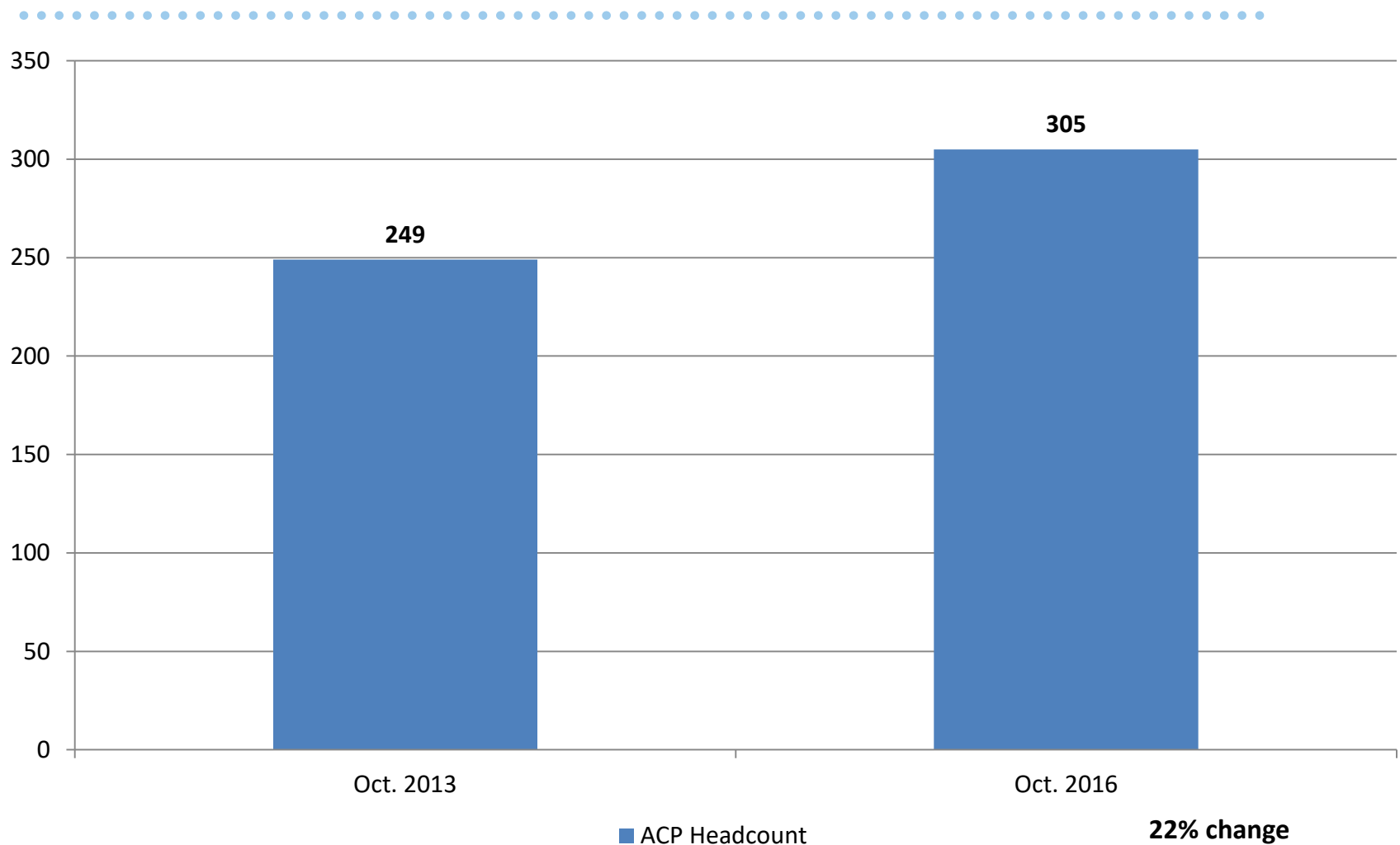
CCP Physician Growth

FY 2005 through FY 2016

Based on Head Count



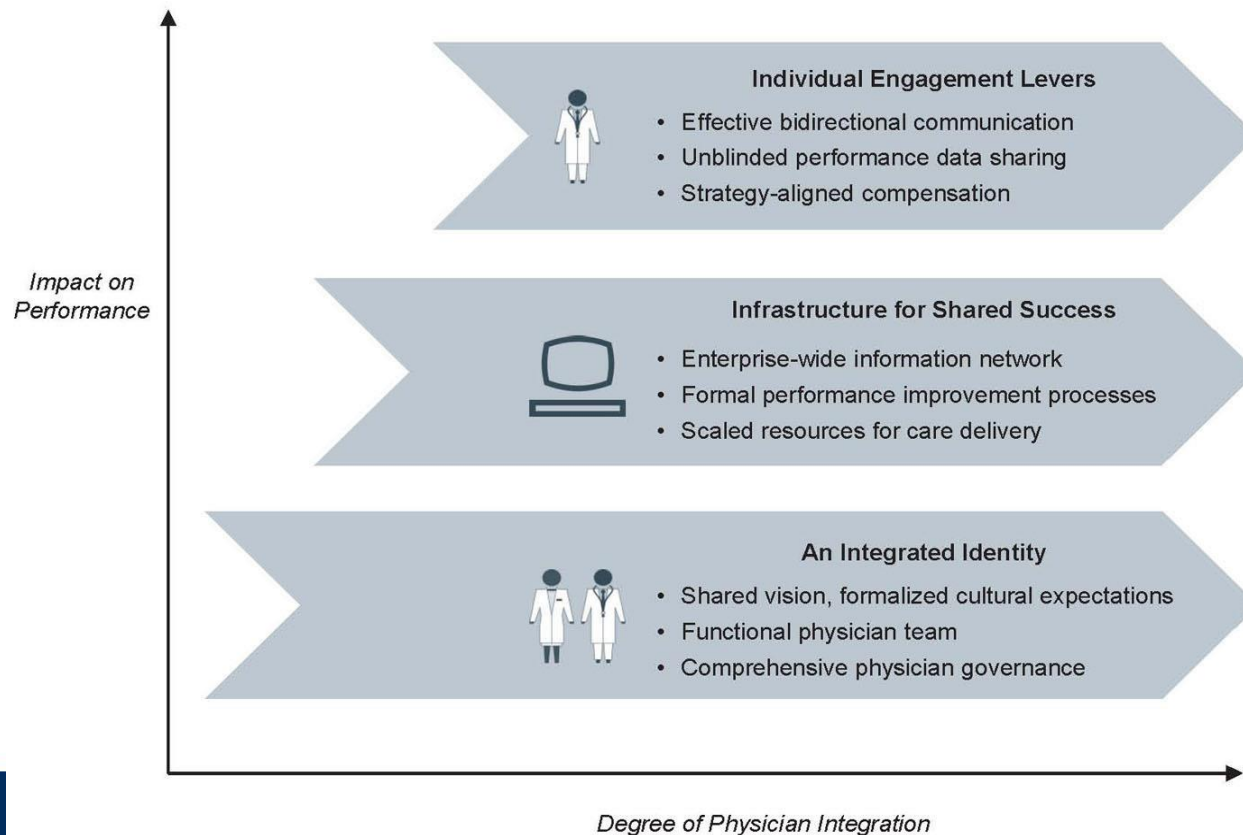
ACP Headcount



What is a High-Performance Physician Group?

A strategic, integrated approach toward the employed physician enterprise

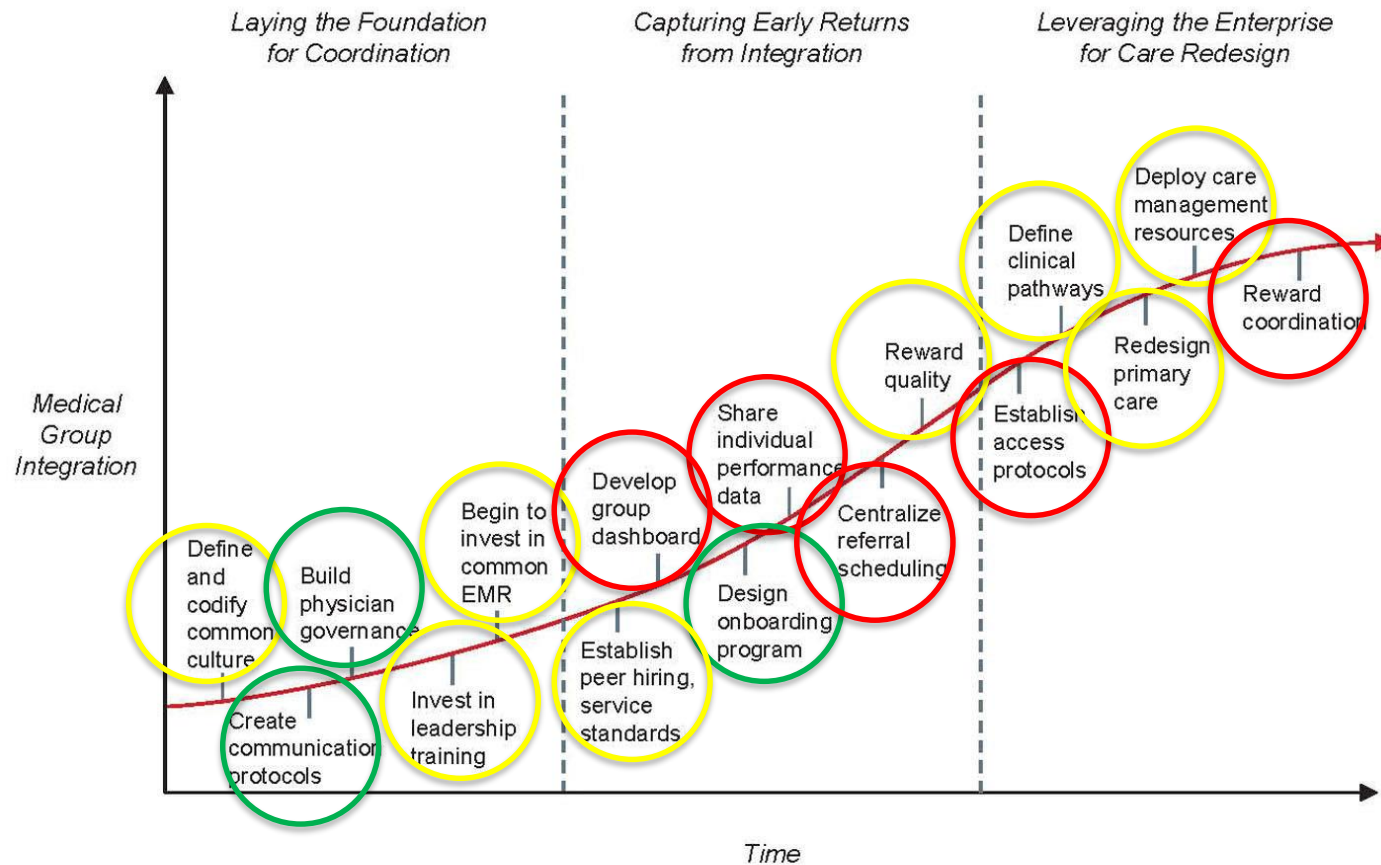
High-Performance Networks Exhibit a Core Set of Common Attributes



So Where Were We?



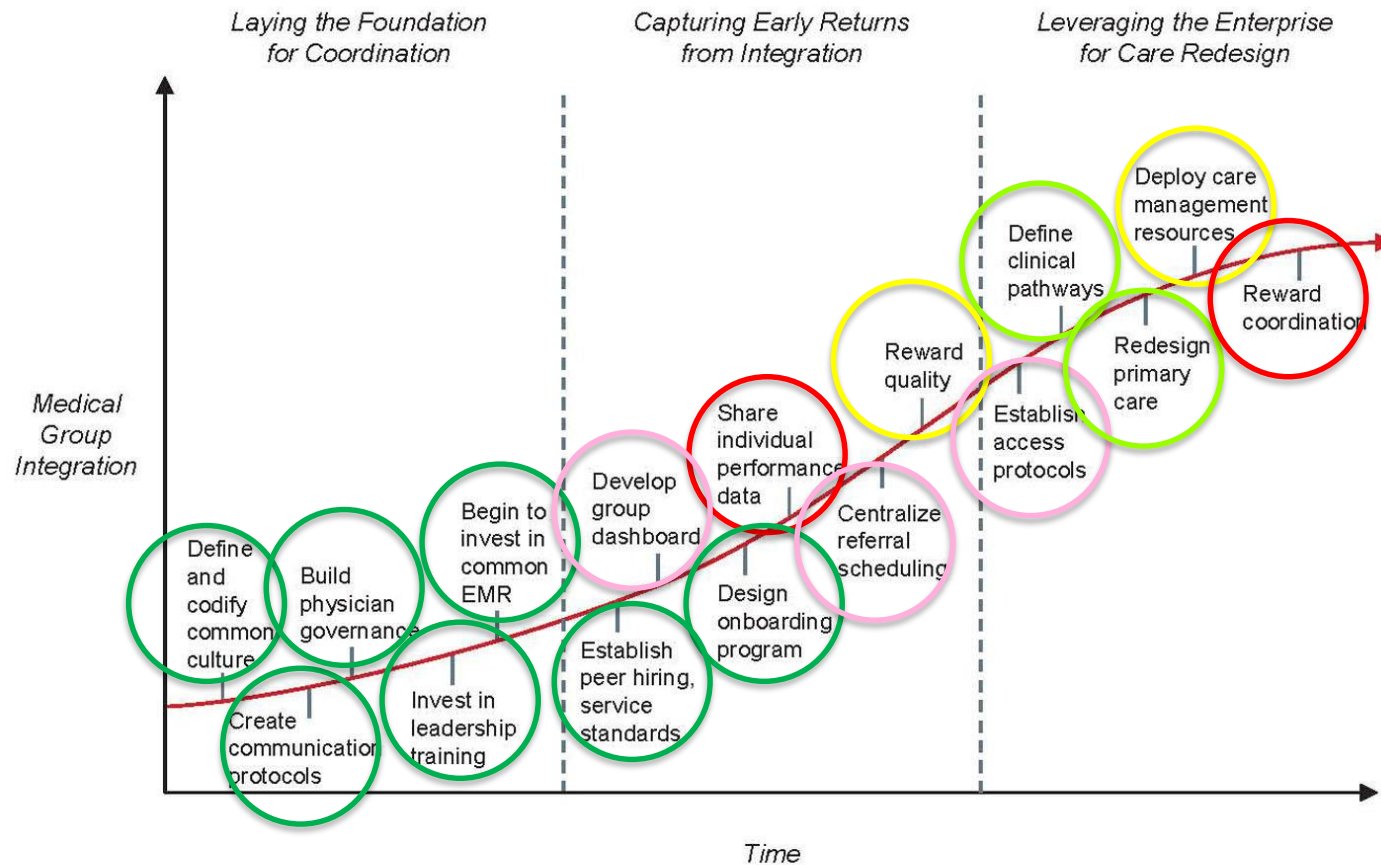
Timeline for Constructing the High-Performance Medical Group



So Where are We NOW?

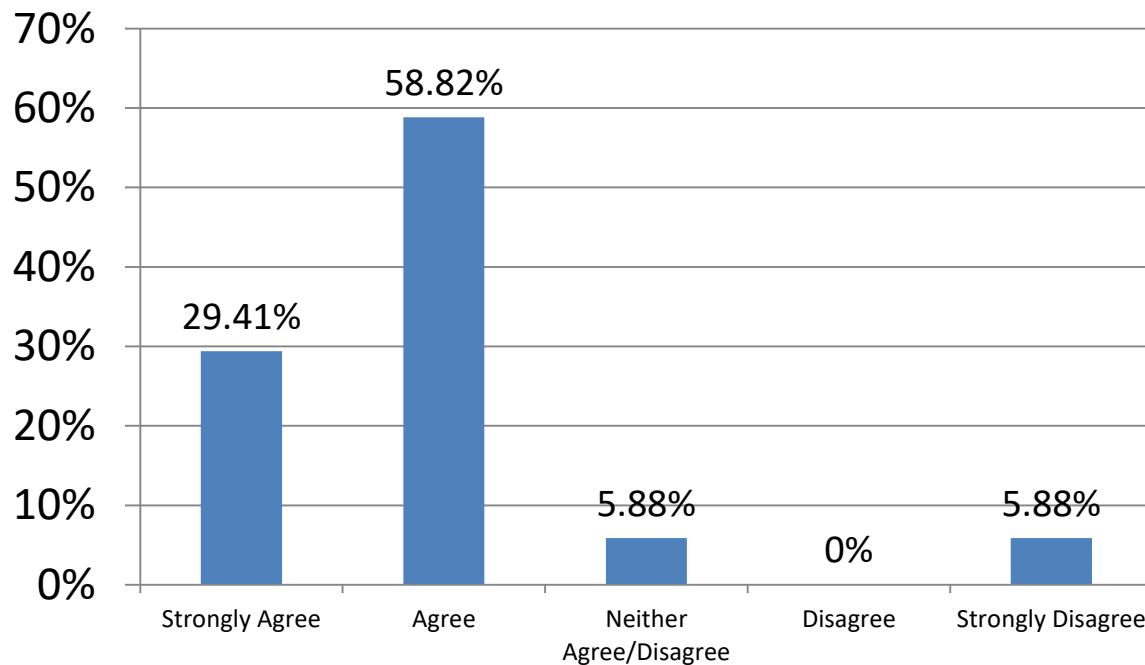


Timeline for Constructing the High-Performance Medical Group



Chief Leadership Academy

- 28 Participants in the first class
- Survey results: *Overall, my participation was worthwhile*



Capitalizing on Cohesion

Handful of Organizations Effectively Leveraging Scale, Integration

Identifying the High-Performance Medical Group



Stable group-level financial indicators



Strong group- or system-level quality outcomes



Low physician turnover rates compared to market average



Wide utilization of sophisticated clinical information technology



Robust market share or evidence of recent growth



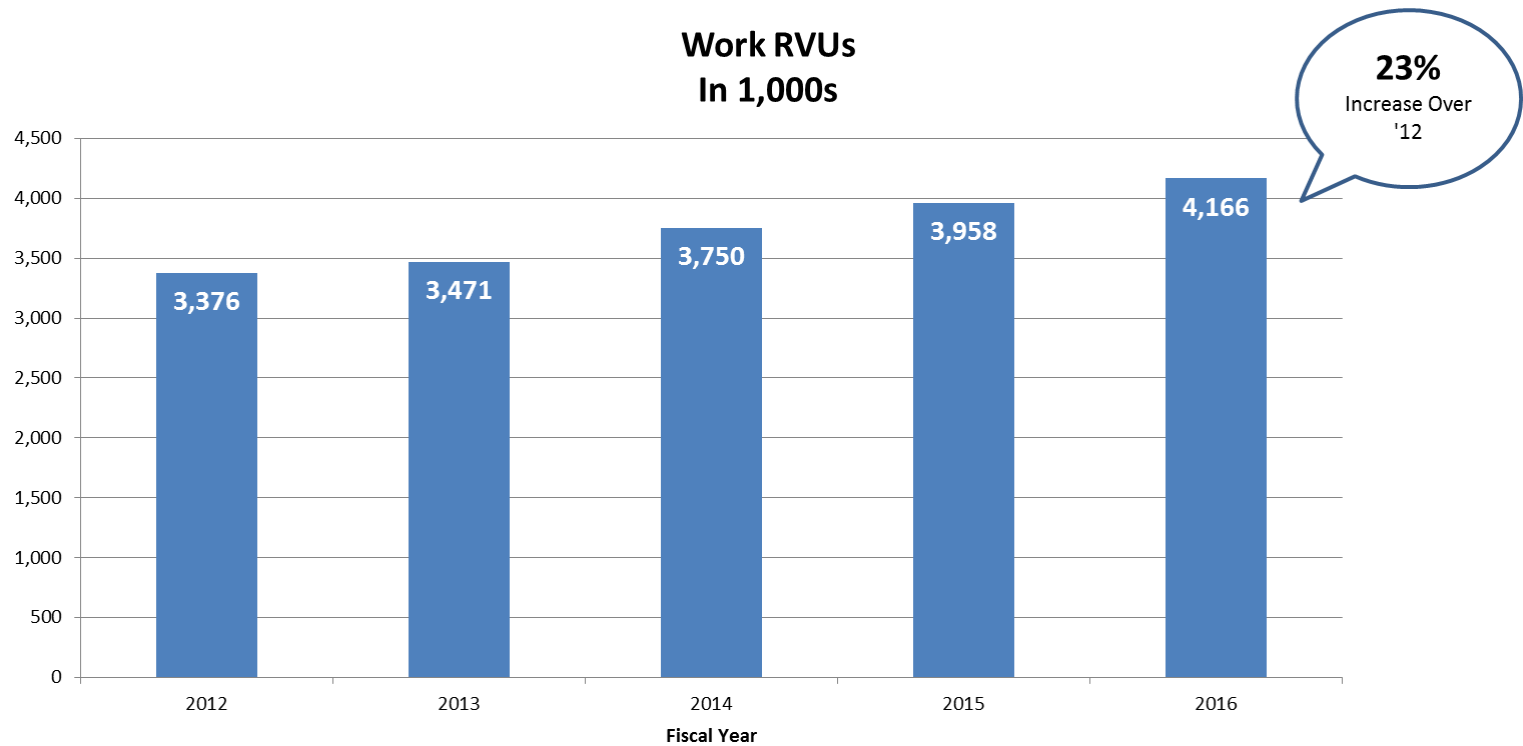
Emphasis on care coordination and disease management



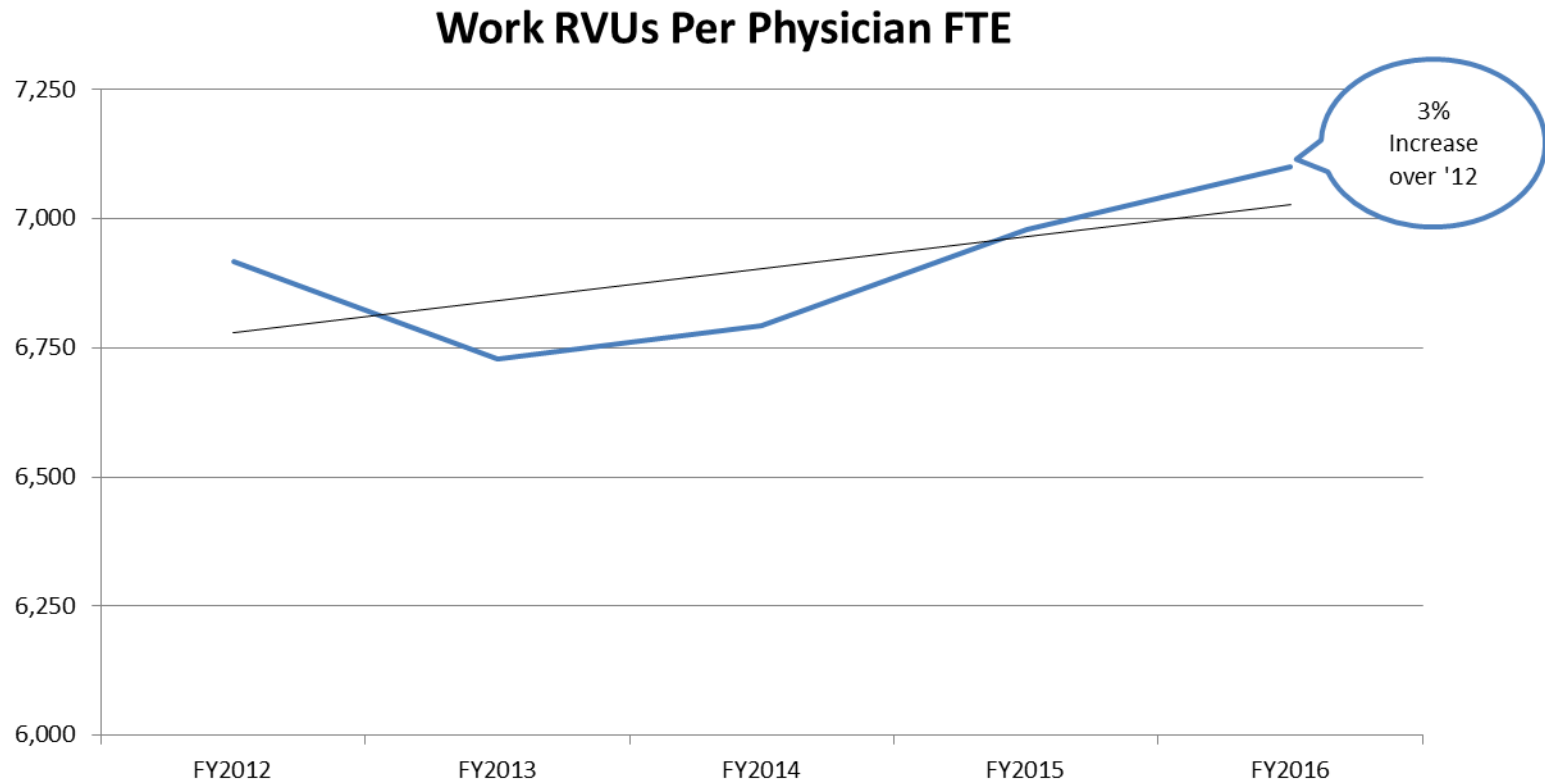
PRODUCTION



Access: CCP Work RVUs



Access: CCP Work RVUs per Physician FTE



MSSP Performance Review

- Overall PBPY is better than the national average (90% of national average)
- Provider follow-up visit rate is 4% above national average
- Significant downward trend of ASC admits/1000 from 2014 of 12%
- Significant decrease in SNF admits/1000
- Despite slightly above national average admits/1000, they are consistently trending in the right direction



Overall Population Performance

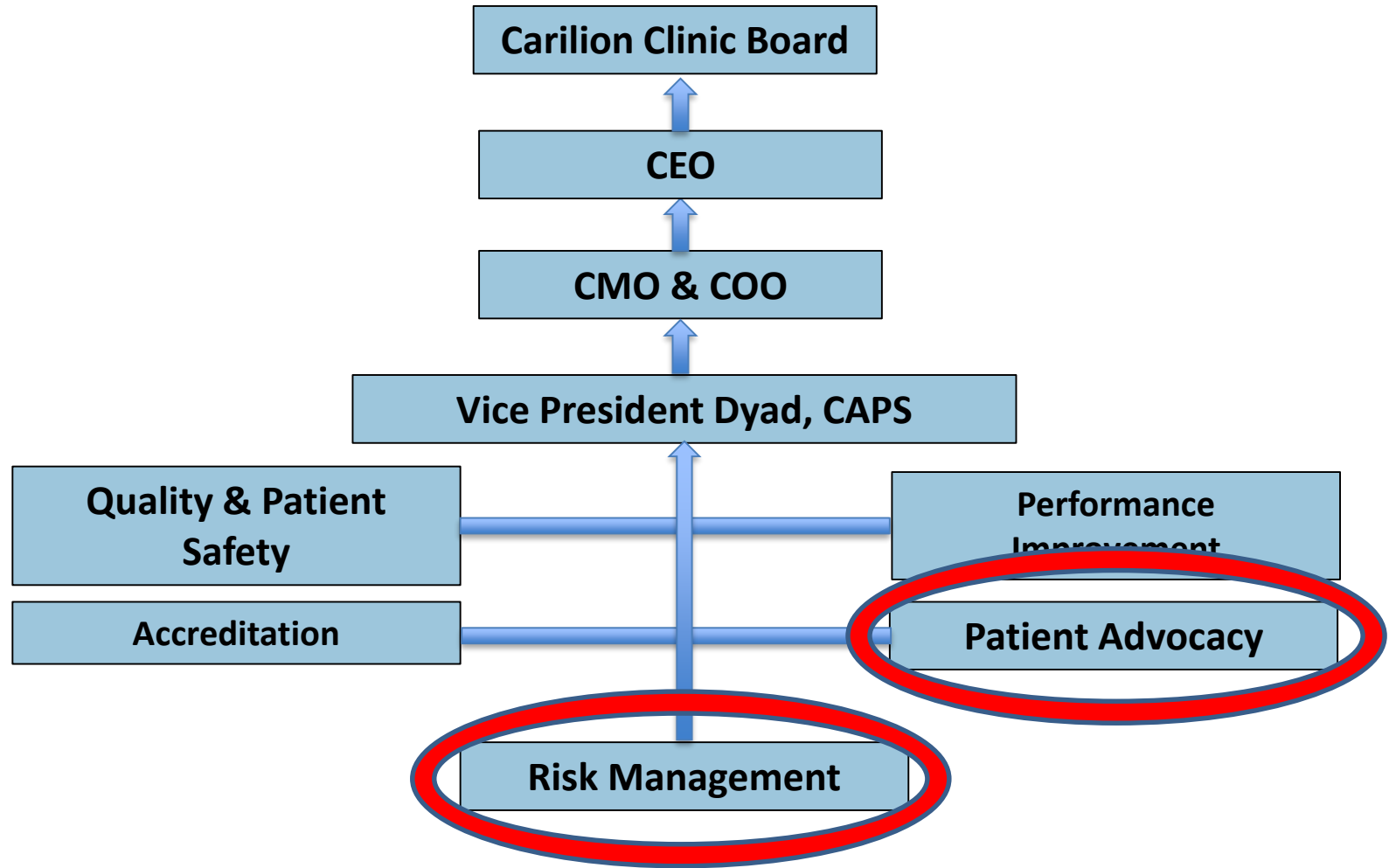
- Breast Cancer Screening
 - 45% improvement in screening rates over 4 years
- Pneumonia & Tdap vaccinations
 - Both exceed HEDIS median rates
- Diabetic performance measures
 - All 3 exceed HEDIS median rates
 - HbA1c values < 8 exceeds national rates by almost 20%
- Blood Pressure under control
 - Exceeds HEDIS median rates by almost 15% points



A long-exposure photograph of a night sky filled with concentric star trails, suggesting a rotation around a central point. Below the sky, a dark green field stretches across the foreground, with a line of trees and distant city lights visible on the horizon. A bright light source, possibly the moon or a low sun, is visible on the right side of the horizon, creating a lens flare effect.

CLINICAL ADVANCEMENT & PATIENT SAFETY

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Physician Involvement in RM

- **Added physician to the RM team.**
- **Annual risk curriculum**
- **Utilize physician-leaders to review claims**
 - **Increase risk literacy of physicians**
 - **Facilitate efforts to prevent recurrence**
 - **Ensures that we are defending ourselves when appropriate**
- **Peer Support is growing**



Disclosure & Apology

- **Disclosure Policy implemented in FY16.**
- **Educate our providers**
 - **Leaders, providers, clinicians, staff members, and others**
 - **Multi-faceted approach**

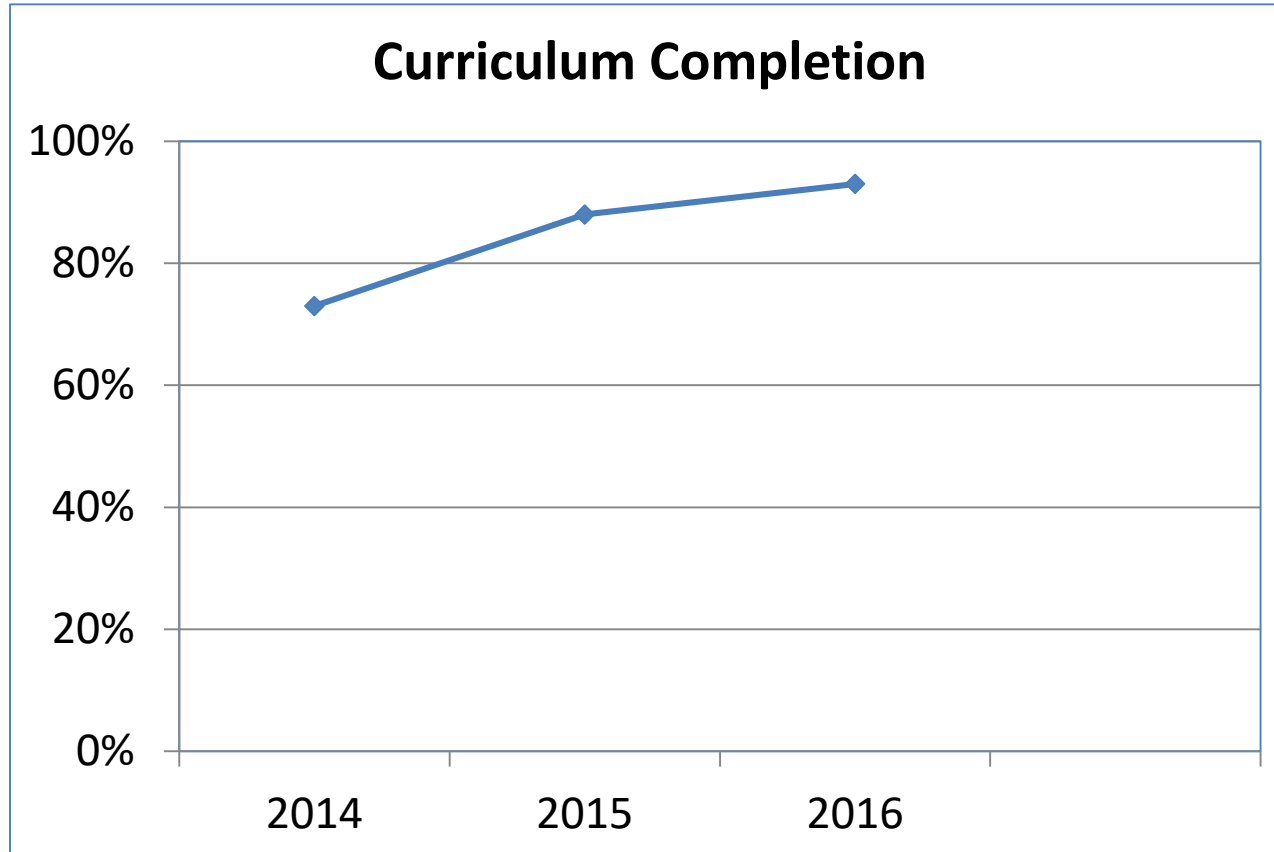


Physician Involvement in Risk

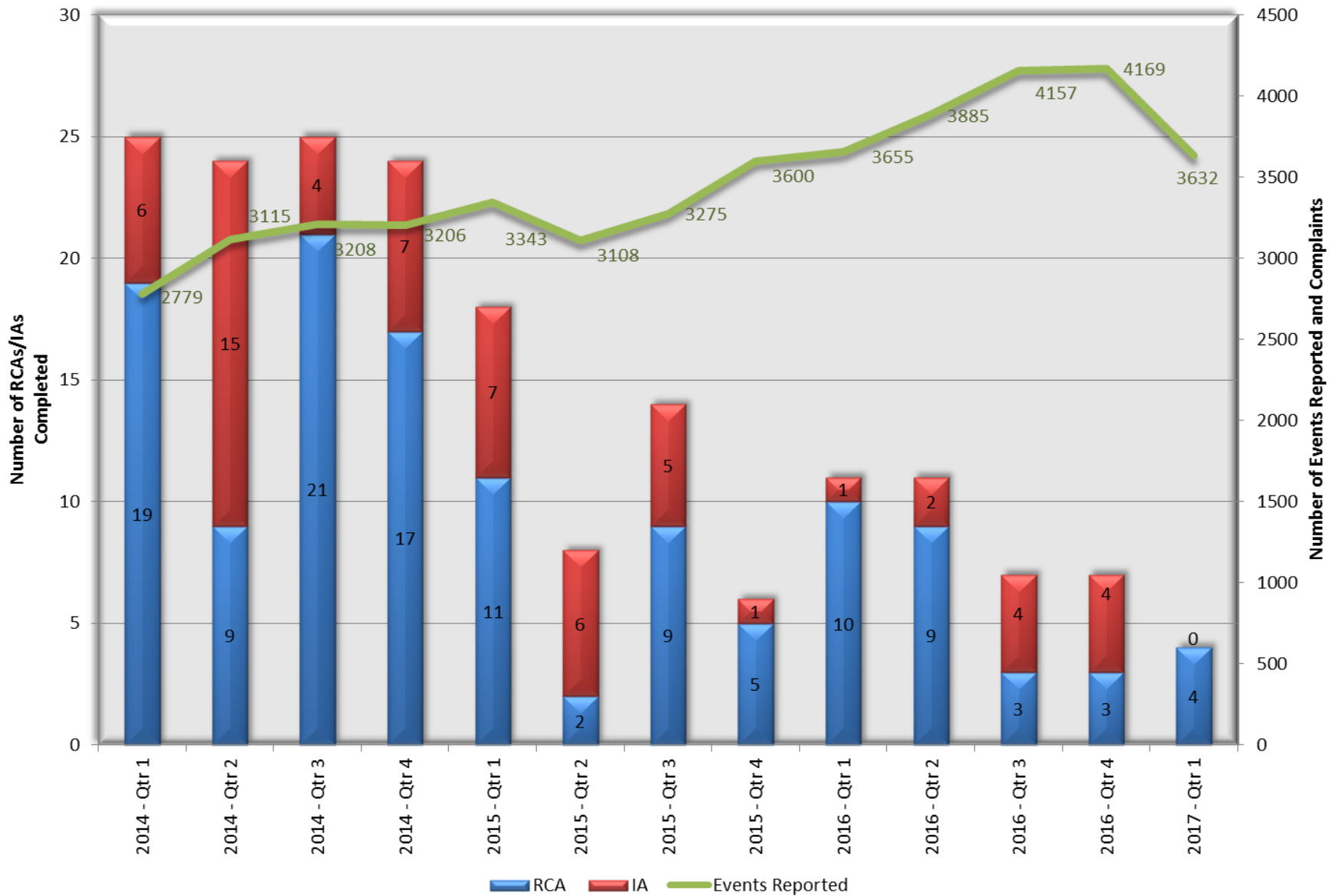
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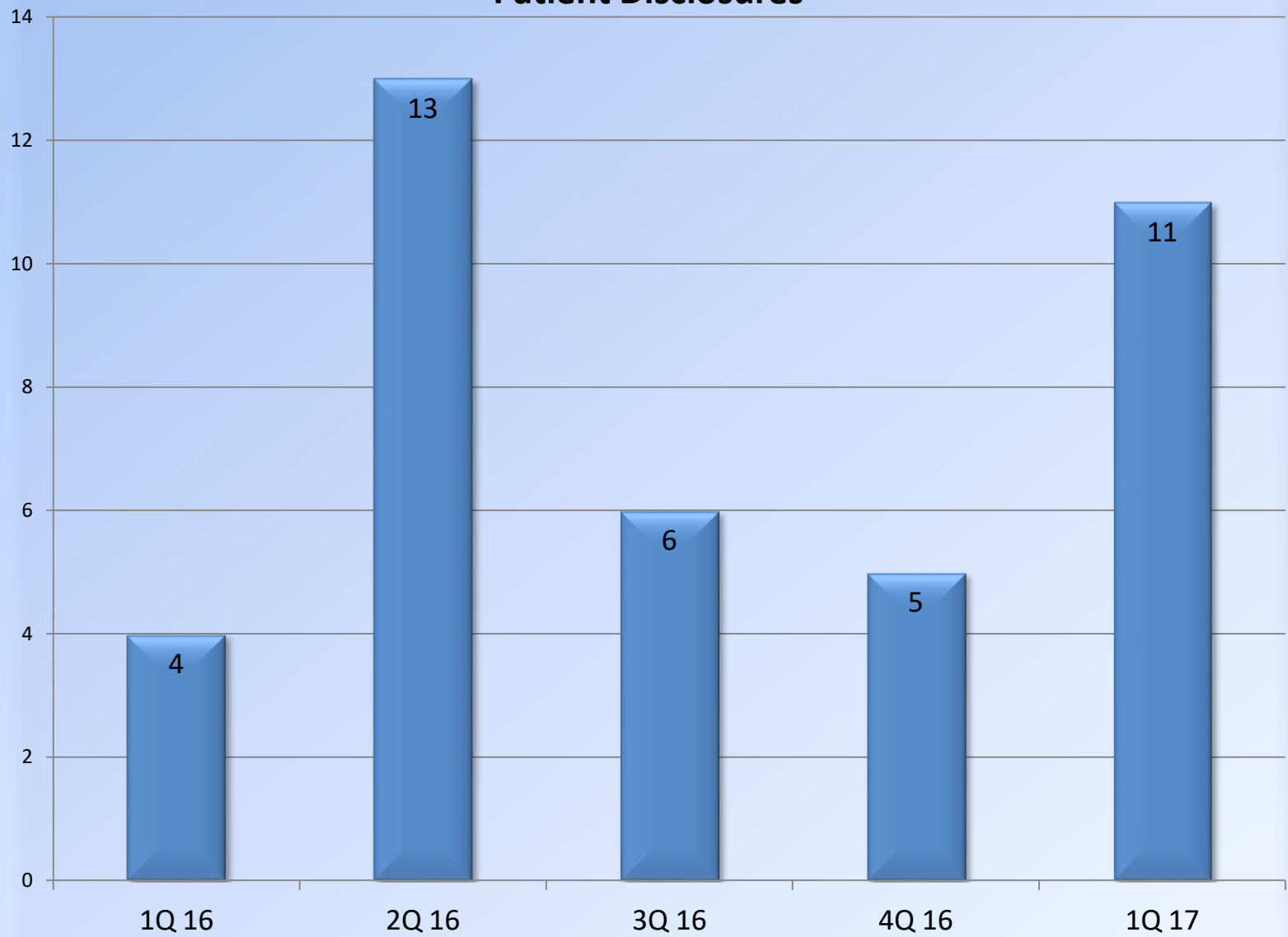
RISK CURRICULUM



Event Reports



Patient Disclosures



EARLY RESOLUTION

THE WALL STREET JOURNAL

Hospitals Find a Way to Say, 'I'm Sorry'

When things go wrong, communication and resolution programs help patients get an apology, an explanation and, sometimes, monetary compensation



Hospitals are trying out a new approach to disclosing and resolving errors, but will it work? WSJ's Laura Landro joins Tanya Rivero to discuss. Photo: Corbis



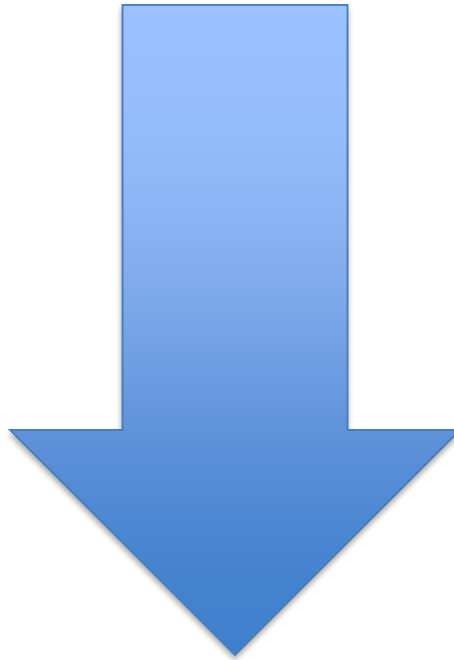
The TRUST Team

Developed by a multidisciplinary advisory committee and chaired by Carilion's Chief Medical Officer, the TRUST team was founded to support Second Victims.

- Treatment that is fair and just
- Respect
- Understanding and compassion
- Supportive care
- Transparency and opportunity to contribute



CLAIMS & CLAIMS EXPENDITURES



A long-exposure photograph of a night sky showing concentric star trails. The foreground is a green grassy field with a wooden fence and some trees. In the distance, city lights are visible under a dark sky. A bright light source, possibly the sun or moon, is visible on the right side of the horizon, creating a lens flare effect.

QUESTIONS?