

POST-ACUTE NETWORKS: NO-REGRETS STRATEGY TO IMPROVE PERFORMANCE


500
SKILLED NURSING
FACILITIES AND HOME
HEALTH PROVIDERS

**REDUCED
TO**


NETWORK OF
80
PREFERRED
POST-ACUTE
PROVIDERS

THE CHALLENGE

Developing a post-acute care network has become an important strategy as organizations focus on the continuum of care. It is a “no-regrets” strategy in the current fee-for-service model that, however challenging, can result in efficient patient throughput, readmission prevention, and development of continuum care pathways. In a value-based model, post-acute becomes critical to improving quality, enhancing the patient engagement, and lowering the cost of care.

A large-scale, multi-state, integrated health system made a decision to participate in the Bundled Payments for Care Improvement (BPCI) program to advance their value transformation journey. This health system sought a strategic advisor to support their participation in the program.

After determining the conditions for the BPCI program, which included Joint Replacement, Pneumonia, and Congestive Heart Failure (CHF), the health system studied their data analytics to identify their prioritized opportunities to achieve their cost and quality goals. For all three conditions, it was determined that developing a Post-Acute Network of aligned Skilled Nursing Facilities (SNFs)

and Home Health Agencies (HHAs) would be critical to their success. Navigant outlined a phased process to formulate their Post-Acute Network across their multiple markets, including discovery and assessment, partnership selection, and implementation. The health system convened a system-wide Post-Acute Steering Committee to provide oversight for the engagement. This group engaged representatives from the various hospitals, key physicians, care management, and population health.

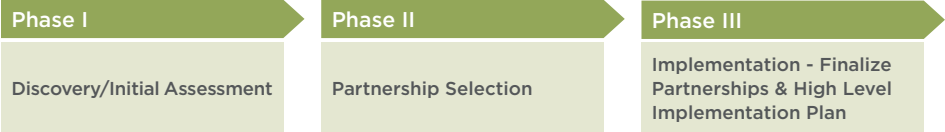
THE SOLUTION

After determining that the organization was discharging patients to close to 500 different skilled nursing facilities and home healthcare agencies, Navigant continued with its assessment selection by applying quantifiable criteria that was utilized to narrow down the list of post-acute facilities. Once the preliminary list of SNFs and HHAs were identified, Navigant then applied the qualitative criteria during site visits to further reduce the list of potential partners. During this process to develop a network, the organization remained mindful of patient choice and focused on how patients having “informed patient choice” was vital to the success of the network.

About Navigant

Navigant Consulting, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's professionals apply deep industry knowledge, substantive technical expertise, and an enterprising approach to help clients build, manage and/or protect their business interests. With a focus on markets and clients facing transformational change and significant regulatory or legal pressures, the Firm primarily serves clients in the healthcare, energy and financial services industries. Across a range of advisory, consulting, outsourcing, and technology/analytics services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at navigant.com.

POST-ACUTE PREFERRED PARTNERSHIP DEVELOPMENT



Following the analysis of the post-acute providers, the Navigant team worked with the Steering Committee to finalize selection of their network. To compliment the evolution of the Post-Acute Network's performance, Navigant also conducted a capabilities assessment, including People, Processes, and Technology/Data, that encompassed the factors required to effectively manage a high-performing Post-Acute Network. A work plan was devised and provided to the organization that offered information on their current state, as well as identified where they were experiencing gaps across the continuum.

THE RESULTS

Through a thoughtful methodology, Navigant was able to assist the organization in reducing its roster of close to 500 skilled nursing facilities and home health providers to a network of 80 preferred providers with mutually-aligned goals to improve quality, enhance patient engagement, and reduce the cost of care. A post-acute scorecard was developed to capture ongoing performance to achieve key cost, quality, and patient engagement metrics reflecting leading practice for each of the conditions.

The health system is utilizing the work plan that Navigant developed as a road map for continuous improvement. As advanced implementation continues, Navigant maintains its position as a trusted advisor and resource to the organization, providing guidance as the Post-Acute Network matures and the BPCI journey continues.

APPLYING INITIAL QUANTITATIVE CRITERIA TO NARROW SELECTION OF TOP-PERFORMING POST-ACUTE PARTNERS

1.	VOLUME • Top five providers by facility
2.	SNF 3-STAR THRESHOLD • SNF provider has 3 stars or more for 7 out of the 12 most recent months (CMS metric) HH STAR RATING • HH provider has 3 star or higher on overall quality score (CMS metric)
3.	READMISSIONS • Readmission threshold determined by leading practice
4.	FINANCIAL PERFORMANCE METRIC • SNF ALOS determined by condition • HH average spend per episode by condition
5.	OWNERSHIP/AFFILIATION • Ownership and affiliation considerations
6.	GEOGRAPHICAL DISTRIBUTION • Distance from facility and sufficient geographic spread consideration

Remaining facilities continue to next phase of PAC partnership development

Following the identification of potential post-acute partners, qualitative criteria is then applied via interviews/site visits to make final selection of the Post-Acute Network.