Mission Statement:

We provide superior healthcare and value through an integrated partnership among patients, providers and community resources.
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The road to better healthcare for our region has its share of twists and turns and even potholes. Since its inception in 2013, Mary Washington Health Alliance has improved coordination among medical providers and hospitals in our service area to enhance the value of care provided. Our diligent preparation under the guiding principles of Learning, Timing and Flexibility, has positioned the Alliance well for a transition to value based care (VBC), a healthcare delivery model that is replacing the traditional “fee-for-service” model across the country.

Call it a smoother surface with wider lanes, VBC is redefining the look of quality healthcare by reducing costs and enhancing patient outcomes. An emphasis on improving the patient experience and long-term patient health promises to improve the overall health of the population while tying payments to quality of care and rewarding providers for both efficiency and effectiveness.

Our directions have become more clear as we have gained experience with VBC through our work with Medicare Shared Savings Program (MSSP), Bundled Payments for Care Improvement (BPCI), and our value-based commercial contracts. We plan to build on those experiences as we continue to invest in tools that can enhance data analysis and study of our population’s health trends as well as monitor quality and costs.

We thank our members and the patients they serve for their continued involvement and support on this healthcare journey. As a physician-led organization, our very structure supports the tenets of VBC and our efforts will continue to expand our network to include more physicians who are willing to work in concert with other providers and the Alliance to improve coordination of care across settings with the goal of improving the health of our patient population as a whole.

On the following pages you will learn more about the Alliance’s accomplishments and how we are driving this important shift in healthcare delivery models for our region. This is an exciting time in our journey with the potential to improve health care delivery and to create long lasting improvements to the health of the people we serve.
Mary Washington Health Alliance
Our Road to Better Healthcare

Clinically Integrated Network
Medicare Shared Savings Program (MSSP)
Bundled Payment for Care Improvement (BPCI)
Quality and Efficiency Program (QuE)
Value Based Commercial Contracts
MWHC Sole Equity Ownership
Million Hearts Model Program, Intervention Group
Next Generation ACO Program
Seated L to R Patrick McManus, MD; Jeffrey Frazier, MD; Kenneth McDowell, DO; Mark Wenger, MD; Rebecca Bigoney, MD; standing L to R Kurian Thott, MD; Tom Janus, DO; Richard Lewis, MD; Sean Barden; Fred Messing; Gregory Szylk, MD; William Boldon; Adam Sims, MD; Daniel Woodford, MD; Brian McDermott, MD; Travis Turner (not shown Charles Amory, MD; Michael McDermott, MD; Krishna Madiraju, MD; Robert Vranian, MD)

“The Alliance has worked to build positive, mutually beneficial relationships with all key stakeholders. The strength of these relationships, built on trust and respect, is reflected in the voluntary participation of the majority of providers in our community, as well as through successful value-based collaborations with our payer partners.”

—— Mike McDermott, MD, MBA
President and Chief Executive Officer
Mary Washington Healthcare
### Advisory Committee Chairs

*Back row: Jeff Frazier, MD Finance and Contracting; Dan Woodford, MD Clinical Quality;*  
*front row L to R Greg Szlyk, MD IT Committee; Patrick McManus, MD Membership and Operations and Nominating; Kurian Thott, MD Communications and Education*

<table>
<thead>
<tr>
<th>Committee</th>
<th>CHAIR:</th>
<th>Members</th>
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| Finance & Contracting Committee   | Dr. Jeff Frazier              | • Sean Barden (VC)  
• Dr. Amory  
• Dr. Aaronson  
• Dr. Wenger  
• Dr. Lieser  
• Dr. Larson  
• Dr. Muldoon  
• Dr. Brosche/Brown  
• Dr. Goodwin  
• Eric Fletcher |
| Clinical Quality Committee        | Dr. Dan Woodford              | • Dr. Bigoney (VC)  
• Dr. Janus  
• Dr. Sikora  
• Dr. Sherwood  
• Dr. Vranian  
• Dr. Sims  
• Dr. Mancini  
• Dr. Suthar  
• Dr. Leonard  
• Dr. Baig/Hafeez  
• Dr. Marrow  
• Fred Messing  
• Eileen Dohmann,RN |
| Information Technology Committee  | Dr. Gregory Szlyk             | • Justin Box, (VC)  
• Dr. Vranian  
• Dr. Schuette  
• Dr. Green  
• Dr. Yi |
| Membership & Operations Committee | Dr. Pat McManus               | • Dr. M. McDermott (VC)  
• Dr. Kauffman  
• Dr. Woodford  
• Dr. Ottolini  
• Dr. Jani  
• Dr. Schuster  
• Dr. Baig  
• Dr. B. McDermott  
• Bill Boldon |
| Nominating Committee              | Dr. Pat McManus               | • Dr. Frazier  
• Dr. Vranian  
• Dr. Dash  
• Dr. Schuette  
• Dr. Patel |
| Communication & Education Committee | Dr. Kurian Thott            | • Dr. Walsh  
• Dr. Edwards  
• Dr. Madiraju  
• Dr. Patel  
• Dr. Workman |
MSSP: Medicare Shared Savings Program

Third and final year of participation in Medicare Shared Savings Program

Graduating to NextGen (at-risk program) in 2018

Three consecutive years of cost savings
BPCI: Bundled Payment for Care Improvement

- 3-year program ends in September 2018
- Profit generated in each quarter in which we participated
- Participation in 86 episodes of care
- Extraordinary amounts of data collected that will guide future bundled payment program opportunities
- Knowledge gained about Post Acute Care costs and models

2017 Year in Review
MHM: Million Hearts Model

- 5 Year program sponsored by CMMI/CMS to reduce the incidence of first-time strokes and heart attacks
- Started January 1, 2017
- Controlled, population health-based study
- 10,000+ Medicare patients screened
- 2,244 patients found to have at least 30% risk of first heart attack or stroke within 10 years
- Have already gathered a wealth of clinical data
- 27% of screened population and 64% of high-risk population have diabetes
- 8 primary care practices participating
Population Health Management

The number of covered lives managed by the Alliance grew dramatically in 2017, and the network of care coordination “roadways” was expanded to meet the demand. By establishing partnerships between a centralized RN Care Coordination staff and primary care practices, the Alliance has favorably impacted care for a larger number of patients.

RN Care Coordinators

Resources for Care Coordination grew in proportion to the Alliance’s increasing number of value-based contracts. The Care Coordination team includes six registered nurses who form the hub of care management. Their roles include:

• Complex case management for high risk/rising risk patients
• Transitional care management for high risk patients who have an inpatient stay
• Population health outreach (assure appropriate use of services and oversee evidence based quality measures)

With experience working in diverse settings and combined expertise in the areas of diabetes management, oncology care, chronic renal failure and pulmonary disease management, the RN Care Coordinators can support additional development of chronic disease management protocols.

In addition, the RN Care Coordinators work closely with their assigned primary care practices across the health care community to boost patient engagement.

Alliance Staff RN Care Coordination Team:
L to R Jean Foley, RN, BSN;
Melissa Scheiman, RN, BSN;
Raj Pal, RN; Joan Snyder, RN, MS, Director
Population Health and Clinical Innovation;
Margaret Jennings, RN, BSN;
Terry Sullivan, RN, MSN, CDE
The Embedded Care Coordination (ECC) Program

For the Medicare population, the RN Care Coordinators worked closely with primary care practices participating in the ECC program which expanded to six practices in its first two years. A contact person from each practice partnered with Alliance staff to extend the reach of care coordination across the spectrum of care. Targeted activities within the ECC included:

- annual wellness visits
- early follow-up visits for hospitalized patients
- outreach to high risk patients
- evidence-based preventative measures

These teams had interactions with more than 4200 patients in 2017, and their efforts contributed to a 6.2% reduction in the readmission rate for this population.

The Collaborative Commercial Care Coordination (CCCC) Program

The CCCC program, established in early 2017, quickly spread to 26 participating practices by the end of the year. Each practice used data to identify a primary area for care management including any or all of the following:

- outreach to high risk patients
- review of potentially preventable emergency department visits
- discover root causes of readmissions and discuss “gaps in care” with patients to support preventative health

Preliminary results indicate improvement in the quality metrics for several commercial contracts. This program also provided an avenue for the pediatric practices to participate more fully in care coordination efforts.

Alliance Staff RN Care Coordination Team:
L to R, Melissa Scheiman, RN, BSN;
Jean Foley, RN, BSN
2018 Initiatives and Growth

Next Gen ACO

Medicare ACOs are comprised of groups of doctors, hospitals, and other health care providers and suppliers who come together voluntarily to provide coordinated, high-quality care at lower costs to their participating Medicare patients. The Next Generation ACO Model is an initiative for ACOs that are experienced in coordinating care for populations of patients.

MWHA will build on Mary Washington Healthcare’s (MWHC) rich 100-year history through partnerships with key stakeholders who share a common mission of improving the health of the population they serve. After completing (3) consecutive years in the Medicare Shared Savings Program and having shown savings and improved quality of care, the Alliance is ready to take on the road ahead within the Next Generation ACO!

“As one of only 51 participants in the Next Generation ACO Model across the country, MWHA will be able to build on the current level of coordinated care and will provide an enhanced quality of care at lower costs to Medicare patients. The Alliance chose to participate in the Next Generation ACO Model because we believe that this model allows the best opportunity to shift patient care away from a clinical model built for the fee-for-service payment environment and towards a whole-person population health-focused clinical model. By partnering with their patients in care decisions, NGACO Participants will achieve the goals of better health and better care for Medicare beneficiaries.”

—Travis Turner, SVP Clinical Integration

Alliance Staff Operations Team: Travis Turner, Pamela Johns and Tiffany Dickinson; Dr. Richard Lewis, Medical Director
QuE: Quality and Efficiency

- Program has resulted in internal cost savings
- Savings shared directly with participating Alliance physicians
- No funds are distributed until quality metric goals are achieved

The Spine QuE program began in 2017 joining our Total Hip and Knee Replacement and EP QuE programs. A fourth QuE program (Shoulder Replacement) is in the development stage.

- Provides a platform for physicians to become more aware of cost-of-care details
- Creates an opportunity to work with representatives of MWHC to reduce healthcare costs
Bundled Payment for Care Improvement

On January 9th, 2018, CMS made its formal announcement of Bundled Payment for Care Improvement Advanced (BPCI-A). This announcement is clear confirmation that CMS is committed to the growth of alternative payment models (APM) in general and voluntary bundles of care in particular. CMS also announced an application process with a March 12, 2018, deadline creating a short window for acute care hospitals and physician groups to respond as applicants. The application process is non-binding and creates a limited time opportunity to evaluate and decide if participation in a voluntary bundling program is a strategic fit, a competitive advantage, a clinical improvement opportunity, a financial opportunity, or all of these. The Alliance is committed to providing Value through its Population Health initiatives that further support the Triple Aim © and will be an applicant for 2018 Participation.

“The Centers for Medicare & Medicaid Services (CMS) is committed to reducing costs while preserving or enhancing the quality of care furnished to… beneficiaries. To this end, CMS is interested in working with healthcare providers who are working to redesign care to achieve these aims. Episode payment approaches, which are designed to improve the efficiency and quality of care for an episode of care, or “clinical episode,” through the use of bundled payments, are potential mechanisms for developing these partnerships.”

—Thomas Magrino, MBA; Director of Population Health Analytics
Thank You to Our Participating Practices

Mary Washington Health Alliance values the support and participation of its membership.

**Allergy**
- Allergy Partners of Fredericksburg
- Virginia Center for Allergy & Asthma

**Anesthesia**
- American Anesthesia Associates
- Central Virginia Anesthesia/Anesthesia Concepts
- Fredericksburg Anesthesia Services
- GAF Sedation

**Cardiology**
- Cardiology Associates of Fredericksburg
- Oracle Heart & Vascular LLC
- Polaris Heart and Vascular PLLC
- Virginia Cardiovascular Consultants

**Cardiovascular & Thoracic Surgery**
- MWMG Virginia Cardiovascular and Thoracic Surgery

**Dermatology**
- MWMG Plastic Surgery and Dermatology
- The Dermatology Center
- Virginia Dermatology and Skin Surgery Center

**Emergency Medicine**
- Fredericksburg Emergency Medical Alliance

**Endocrinology**
- Diabetes and Thyroid Associates
- MWMG Endocrinology

**ENT / Otorhinology**
- ENT & Facial Plastic Surgery of Fredericksburg

**Family Practice**
- Community Care Clinic
- Exigent/Alexandria Immediate Care
- Exigent/Allcare Lakeridge
- Exigent/Caremed
- Exigent/Lorton Immediate Care
- Family Care of Fredericksburg
- Family Care of Lakeridge
- Fredericksburg Christian Health Center
- Lee’s Hill Family Physicians, PC
- Meridian Independent Physician Group - Banzon
- MWMG Family Medicine Ladysmith
- MWMG Family Medicine Reese
- MWMG Primary Care
- North Stafford Family Medical Center
- Optimum Care LLC
- Rapidan Medical Center, Inc.
- Rappahannock Family Healthcare, Inc.

**Gastroenterology**
- Associates in Gastroenterology, P.C.
- Fall Hill Gastroenterology Associates
- Gastroenterology Associates of Fredericksburg
- Rappahannock Gastroenterology Associates

**General Surgery**
- MWMG General Surgery

**General Surgery/Bariatric**
- DHMR Clinics

**Gynecology**
- Gynecology Associates

**Hematology/Oncology**
- Hematology-Oncology Associates of Fredericksburg
- Virginia Oncology Care

**Hospitalist**
- MWMG Hospitalist Services

**Infectious Disease**
- MWMG Infectious Diseases

**Internal Medicine**
- Aquia Family Medical Center
- Blue Nile Medical Center
- Central Virginia Internal Medicine
- Chancellor Internal Medicine
- Colonial Internal Medicine Associates, PC
- Commonwealth Internal Medicine
- Internal Medicine of Virginia PC
- McManus & Associates Internal Medicine
- MetroHealth Internal Medicine, PC
- MWMG Family and Internal Medicine
- Serenite Medical & Spa
- Stafford Internal Medical Services
- WeCare Medical Associates

**Nephrology**
- Fredericksburg Nephrology Associates

**Neurology**
- MWMG Neurology
- Neurology Associates of Fredericksburg
- Stafford Neurology
Thank You to Our Participating Practices

Neurosurgery
MWMG Neurosurgery

OB Hospitalist
OBHG Hospitalist

OB/Gyn
Advanced Care for Women
Central Virginia OB/GYN Group
Elite Women’s Health
Fredericksburg Women’s Health Associates
New Beginnings Ob/Gyn
Rappahannock Women’s Health Center, Inc.
William A. Hamilton, MD
Women’s Health and Surgery Center, LLC

Ophthalmology
Access Eye Centers
Mary Washington Eye Care Center
Sieht
Vista Eye

Orthopedics
Central Virginia Orthopedics & Sport Medicine
Fredericksburg Orthopaedic Associates
Orthopedic Specialty Clinic, Inc. & Mid-Atlantic Spine
The Center for Orthopedics

Pain Management
Meridian Independent Physician Group - HealthSouth
Rehabilitation Medicine Physicians
Virginia Interventional Spine Associates

Palliative Medicine
Mary Washington Home Health & Hospice

Pathology
Fall Hill Gastroenterology Associates
Pathology Associates of Fredericksburg
Urology Associates of Fredericksburg

Pediatrics
ABC Pediatrics Practice, PC
Caroline Christian Health Center
Century Pediatrics Inc
Chancellor Pediatrics PC
Children’s Health PC
Kids First Pediatrics of Stafford
KidsChoice Pediatrics
Krishnan S. Kumar, MD
MWMG Pediatrics

Peds Plus Primary Care
PL Pediatrics
PL Physicians
Preferred Pediatrics
The Children's Clinic of Fredericksburg, PC
Yum Pediatrics

Pediatrics/Mental Health
Pediatric Partners for Attention & Learning, Inc.

Perinatology
Maternal Fetal Specialists
MWMG Maternal Fetal Medicine

Physical Medicine & Rehab
Cornell J. Shelton MD, PLLC

Plastic Surgery
Plastic Surgery Services

Podiatry
Brett Chicko DPM Family Foot and Ankle Center
Central Virginia Podiatry
Fredericksburg Foot & Ankle Center

Psychiatry
Gaertner Psychiatric PC
Psychiatric Care Inc.

Pulmonary
Pulmonary Associates of Fredericksburg

Radiation Oncology
Radiation Oncology Specialists of Central Virginia
Radiation Oncology Specialists of Central Virginia

Radiology
Medical Imaging of Fredericksburg
Radiologic Associates of Fredericksburg

Rheumatology
MWMG Rheumatology

Sleep Medicine
Central Virginia Sleep Center
MWMG Sleep Medicine

Trauma/General Surgery
MWMG General Surgery and Trauma

Urgent Care
BetterMed Urgent Care
Optimum Urgent Care
Peds Plus Urgent Care, LLC
Virginia Urgent Care, LLC dba NextCare Urgent Care
Contact information:
Mary Washington Health Alliance
2300 Fall Hill Avenue, Suite 308A
Fredericksburg, VA 22401
Phone: 540.741.1557
mwhealthalliance.com