



Mary Washington Health Alliance

2017 Annual Value Report

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## Mission Statement:

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*We provide superior  
healthcare and value through  
an integrated partnership  
among patients, providers and  
community resources.*

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# A Message From Our Executives: We're on the road to better health.

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.

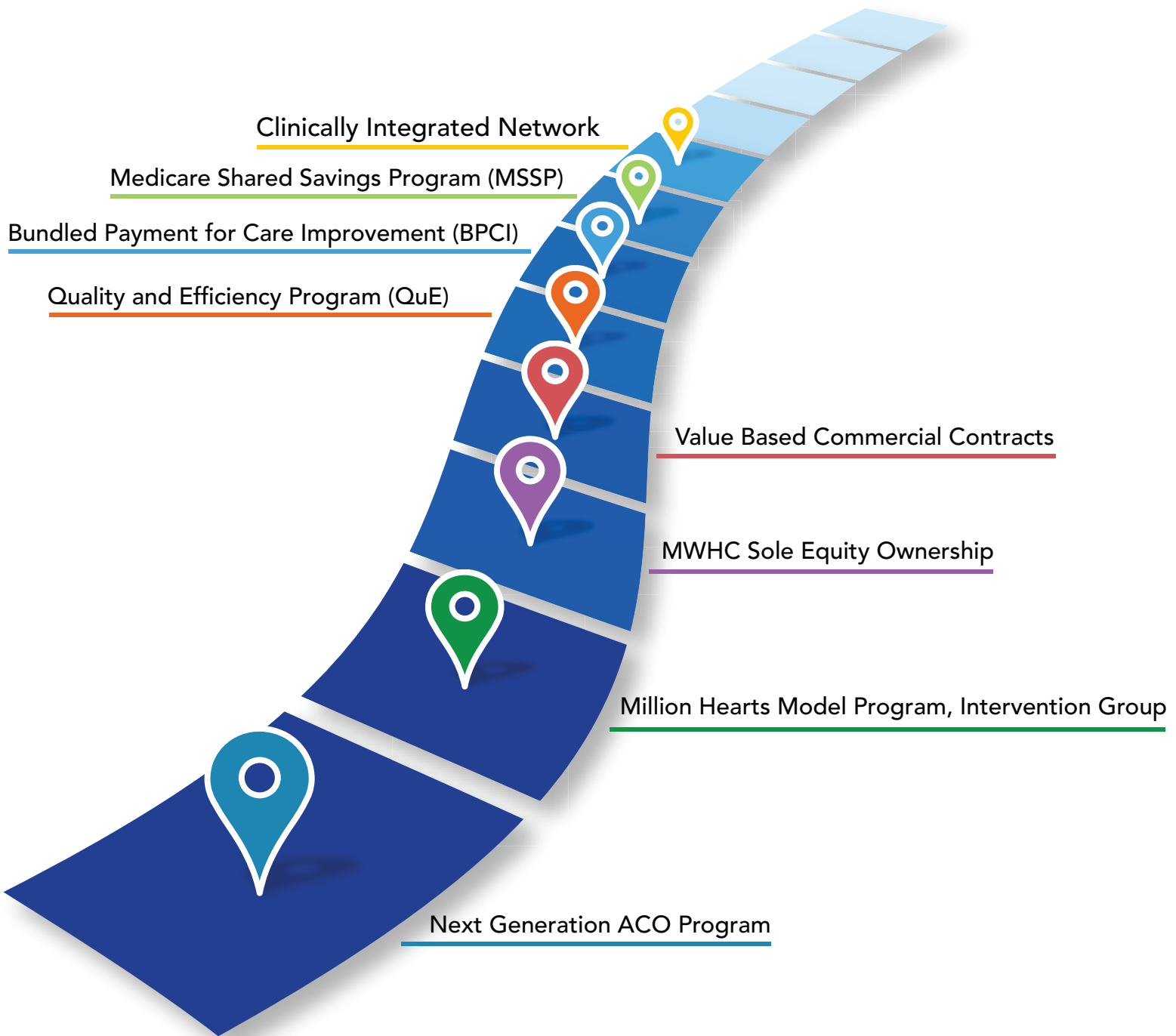


*L to R Travis Turner, SVP Clinical Integration;  
Tom Janus, DO Board Chair;  
Richard Lewis, MD Medical Director*



# Mary Washington Health Alliance

## Our Road to Better Healthcare



# Board of Managers



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 Szyk, 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)



Mike McDermott, MD  
MWHC President and CEO

*“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 Committees



## 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*

### Finance & Contracting Committee

**CHAIR:**

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

**CHAIR:**

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

**CHAIR:**

Dr. Gregory Szlyk

- Justin Box, (VC)
- Dr. Vranian
- Dr. Schuette
- Dr. Green
- Dr. Yi

### Membership & Operations Committee

**CHAIR:**

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

**CHAIR:**

Dr. Pat McManus

- Dr. Frazier
- Dr. Vranian
- Dr. Dash
- Dr. Schuette
- Dr. Patel

### Communication & Education Committee

**CHAIR:**

Dr. Kurian Thott

- Dr. Walsh
- Dr. Edwards
- Dr. Madiraju
- Dr. Patel
- Dr. Workman



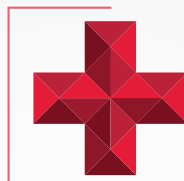
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# 2017 Year in Review

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## 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



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# 2017 Year in Review

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## 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

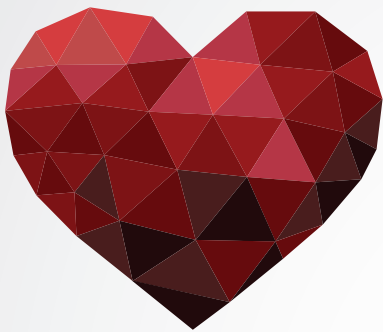
Knowledge gained about Post Acute Care costs and models

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# 2017 Year in Review

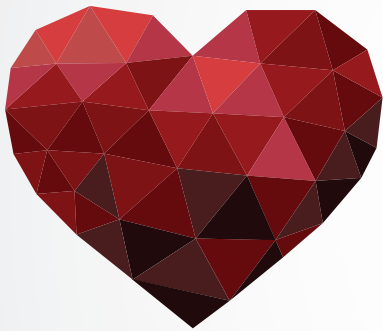
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## MHM: Million Hearts Model



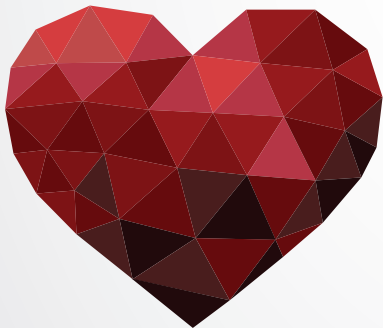
5 Year program sponsored by CMMI/  
CMS to reduce the incidence of first-  
time strokes and heart attacks

Started January 1, 2017



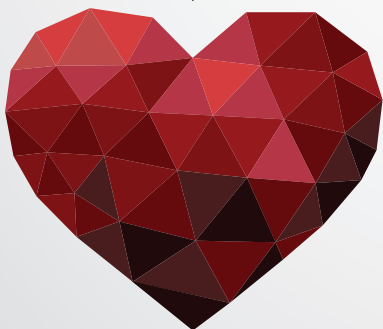
Controlled, population health-based  
study

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



# 2017 Year in Review

## 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*

# 2017 Year in Review

## **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

# 2018 Initiatives and Growth

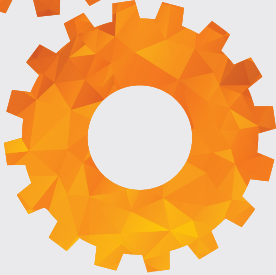
## QuE: Quality and Efficiency



Program has resulted in internal cost savings

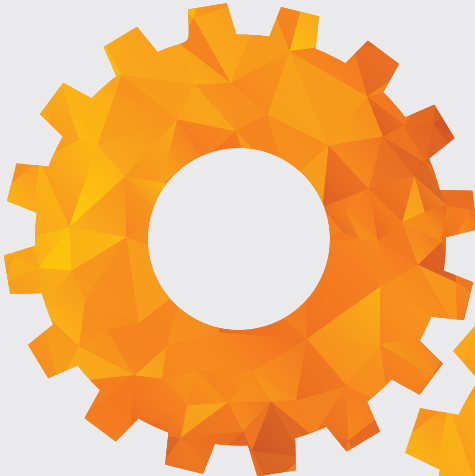
Savings shared directly with participating Alliance physicians

No funds are distributed until quality metric goals are achieved

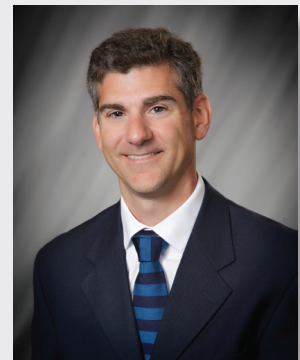


The Spine QuE program began in 2017 joining our Total Hip and Knee Replacement and EP QuE programs. A fourth QuE program (Shoulder Replacement) is in the development stage

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



Agostino J. Visoni, MD



Raymond Kirchmier, MD



# 2018 Initiatives and Growth

## 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*



◀ Alliance Staff Population Health Analytics Team:  
L to R Ezem Ajeroh, Clinical Integration Analytics Coordinator; Elizabeth Parker, Documentation Specialist; Donna Summers, Documentation Specialist; Thomas Magrino, Director Population Health Analytics; Wendy Libertino (intern); Nana Boetang, Documentation Specialist

# 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



Mary Washington Health Alliance

**Contact information:**

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[mwhealthalliance.com](http://mwhealthalliance.com)