



**CHI Saint Joseph  
Health Partners**

# **Annual Value Report 2023**



**Dorothy Lockhart, MBA, MSN, RN**  
*Market Vice President*  
*CHI Saint Joseph Health Partners*

## Welcome Message

In 2023, CHI Saint Joseph Health Partners once again is a Best Places to Work Kentucky Awardee. We strive to provide an inclusive work environment that promotes personal and professional development and work-life balance for our team. With that goal, our caregivers present to providers, patients and the community giving their best possible self in all interactions.

Throughout the past year we have continued to work towards goals focused on our people, our excellence, and our future. Working alongside providers and utilizing information technology to identify patients in need of care coordination has been our strategy to care for our populations. Whether it is working with a patient to manage a new chronic health condition or guiding a patient to complete annual wellness screenings, our team is aligned to the mission of providing healthcare to all.

As healthcare pivots to a value based approach, Health Partners is committed to providing patients with better coordinated and timely care. Driving down costs by reduction in duplication of services and advocating for our populations not only improves patient satisfaction, but is rewarding for our team of caregivers. We believe that the work we are doing for the patients of the Commonwealth will continue to improve outcomes and deliver much needed services in coordination of care.

It is an exciting time to be a part of our ministry!

A handwritten signature in black ink that reads "Dorothy Lockhart". The signature is written in a cursive, flowing style.

Dorothy Lockhart, MBA, MSN  
Market Vice President

# Leadership Team



**James Duncan, MD**  
*Chief Medical Officer*



**Dorothy Lockhart, MBA, MSN, RN**  
*Market Vice President*



**Kristen Brown, MHA**  
*Market Director, Operations*



**Emily Cox, RPh, PharmD**  
*Managed Care Pharmacist*



**Shannon Nally, MSW**  
*Market Director,  
Employer Strategy & Relationships*



**Pam Thompson, BSN, RN**  
*Market Director,  
Care Management*



**Russelyn Cruse, BSN, RN, CCM**  
*Manager,  
Quality Improvement*

# About Us

Uniquely positioned to make a real difference in the health of Kentuckians, Health Partners is a dynamic network of clinical providers who are dedicated to improving the health and quality of care for those we serve. We bring together the whole spectrum of care by coordinating a network of providers spanning the state, including hundreds of care delivery points comprised of hospitals, skilled nursing facilities, ambulatory care centers and clinical offices all focused on supporting patients' health goals. With patients at the center of our efforts, the physician-led Board of Managers and subcommittees create and implement ways to enhance quality, experience, efficiency, and reduce the costs of healthcare services. Our Board of Managers and committee members include CHI Saint Joseph Medical Group employed providers, independent practitioners, and current patients, providing a range of perspectives in the leadership provided.

## Board of Managers

- Daniel Goulson, MD, *Chair*
- Thomas Von Unrug, MD, *Vice Chair*
- Anthony Houston, CEO  
*CHI Saint Joseph Health*
- Mubashir Qazi, MD
- Thomas Coburn, MD
- Julianne Ewen, DNP, APRN
- Rose Rexroat
- Christi Knox  
*Corporate Responsibility Officer*
- David Walsh  
*Corporate Responsibility Officer*
- William George, *Secretary*
- Christy Spitzer, *Treasurer*
- James Duncan, CMO  
*CHI Saint Joseph Health Partners*

## Quality and Value Committee

- Thomas Coburn, MD, *Chair*
- Daniel Goulson, MD
- Roberto Cardarelli, DO
- Russ Judd, PharmD
- Amanda Vickers, DO
- Greg Anderson, MD
- Anthony Houston, CEO  
*CHI Saint Joseph Health*
- James Duncan, MD
- Julianne Ewen, DNP, APRN

## Governance Committee

- James Duncan, *Chair*
- Anthony Houston, CEO  
*CHI Saint Joseph Health*
- Robert Salley, MD
- William Azmat
- Thomas Coburn, MD
- Christy Spitzer

# Our Approach

Our innovative care management strategy centers on the primary care component of health care. It is critical that primary care providers are connected seamlessly with all network providers, each with access to the tools and resources they need to provide the right care, at the right time, in the right place. This connection allows providers to make well-informed clinical decisions. Health Partners touch every aspect of our patients' health by maximizing their experience with providers at all levels of care, and focusing attention on optimizing health, versus illness and disease.

## Care Management Approach



# Our Team

## Nurse Care Coordinator

Provides proactive care management to at-risk populations in order to maintain health and minimize illness. The nurse care coordinator collaborates with the patient, caregivers, providers and a social worker to create care plans for both short- and long-term goals.

## Quality Nurse Care Coordinator

Works directly with providers and clinic staff to provide education and coaching to achieve improvement in quality and cost performance. The quality nurse care coordinator provides clinic and provider-level dashboards on key metrics, education on evidence-based medicine guidelines, and collaborates on practice transformation efforts.

## Pharmacist

Works with prescribers, patients, and Health Partners' care management and analytics teams to analyze prescription use patterns and provide education on best practices, medication reconciliation, medication therapy management, formulary management, and conversion of brand name to generic medications.

## Social Worker

Works closely with the nurse care coordinator to identify barriers to medical care and provide education and links to community resources to help address needs such as transportation, financial concerns, end of life planning, housing, food availability, access to medications, and behavioral health issues.

## Data Analyst

The data analyst will leverage existing platforms, hospital and clinic electronic medical records, and payor data to develop reports and dashboards that identify cost and quality success opportunities.

## Best Places to Work

Health Partners was named by the Kentucky Chamber of Commerce among the "Best Places to Work in Kentucky" in 2023. This was the second time Health Partners applied for the award and was recognized as the 28th best small business out of the 45 recognized winners from across the state.

"CHI Saint Joseph Health Partners continues to ensure clinical team collaboration while working to be an extension of the provider office for the patients we serve," said Dorothy Lockhart, market vice president, CHI Saint Joseph Health Partners. "We are not only committed to providing the best possible care for our patients but also create an award-winning culture for our employees. We are excited to be recognized, for a second year, as a top employer in Kentucky."

For more details about Best Places to Work in Kentucky, visit [bestplacestoworkky.com](https://bestplacestoworkky.com).



# By the Numbers

	2022	2023
<b>Unique Participating Providers</b>		
% Primary Care	23%	20%
% Specialty Providers	77%	80%
<b>Network Facilities</b>	100	100
<b>Managed Patient Lives</b>		
% Medicare	38%	40%
% Employer Health Plan	18%	20%
% Medicaid	12%	9%
% Other Commercial	32%	32%
<b>Earned Shared Savings</b>	\$4,990,790.73	0



# Reaping the Rewards of a Narrow Network



Shannon Nally, MSW

In 2023 Health Partners continued to see improved network utilization stemming from a narrow network for the Kentucky CHI Medical Health Plan.

Year-over-year network leakage continues to decrease as Health Partners invests in engaging with beneficiaries of the CHI Medical Health Plan regarding the Enhanced Network.

This initiative extends beyond CHI Medical Health Plan because Health Partners' primary insurance product, Premier Program, utilizes the Enhanced Network across all ten of its Anthem sponsored health plans. Promoting CHI Saint Joseph Health to commercial clients is the aim of this narrow network.

## Leakage

Enhanced Network	CY20	CY21	CY22	CY23
Leakage	\$16,034,084	\$11,552,856	\$6,408,932	\$5,529,588

## Medicare Shared Savings Program (MSSP)

Upon receiving 2023 MSSP performance results, Health Partners closely reviewed the primary drivers of ending the measurement year over benchmark. Although Health Partners beat the market cost trend, which is a positive underlying correlation to shared savings, a realized drop in risk scores substantially contributed to the experienced shared losses. Similarly the lower costs associated with the benchmark years proved too much to overcome in the current health care environment.

Ever vigilant to the costs of health care to our assigned lives, Health Partners, along with ACOs across the U.S., identified suspected fraudulent billing by a handful of bad actors. Reporting this concern to the Office of Inspector General, CMS agreed and unilaterally removed

these suspect costs from all ACOs and readjusted market reports. This readjustment compared to the market had a negative impact on our cost performance for the year.

Also impacting the performance for program year 2023 were some changes to quality reporting for specific measures. This change in methodology resulted in a drop in Health Partners overall quality score, another driver impacting 2023 program year performance.

Looking forward to 2024, Health Partners is confident that efforts planned and underway will rectify some of these root causes and expect positive performance in the 2024 program year.

## Medicare Shared Savings Program (MSSP)

	2022	2023
Total ACO Savings	\$2,292,145	-\$131,750
Overall Quality Score	86.34%	81.60%
Earned Shared Savings	\$1,684,726.33	-\$30,676.35
Attributed Lives	6,686	6,194

## Overall Quality Score

Measure Title	2022	2023	ACO 30th Percentile
ACO Final Quality Score	86.34%	81.60%	65.76

# Coming Together for our Patients



Kristen Brown, MHA

By September of 2023, it was acknowledged that Health Partners was going to fall short of the Annual Wellness Visit (AWV) completion goal for MSSP beneficiaries. By mid-September, a multidisciplinary team including Health Partners, CHI Saint Joseph Medical Group Leadership and Connection Center (Call Center) staff were assembled to address this low performance to goal.

Although a manual process, the team used available technologies and the electronic medicare record (EMR) to identify MSSP patients that were due AWVs for the calendar year. The team then delineated a method to divide the more than 4,000 due beneficiaries across the available team and started a mass outreach.

For those patients scheduled by Health Partners staff, that team also completed the Annual Wellness Visit checklist on behalf of the clinic. This was onerous within itself as the system had, in the past year, transitioned EMRs and the vast majority of the patients' records in the new system had no historical data.

Tracking the intervention's impact was also a challenge as goals based upon claims data can take months to receive results. Within the EMR, Health Partners was able to build a custom report to monitor appointments made/completed to track progress which was reported weekly to executive sponsors.

"This project was a great example of how working together, across the health care system, can really drive results," said Kristen Brown, market director of operations. "We all had a clear purpose and together forged a path to success."

Health Partners final performance for the pilot provider groups exceeded the goal by over 7%. During the 2023 MSSP quality measure audit, it was realized that completion of AWV also improved other key quality measures for this target patient population, improving the overall health of those that we serve.

## Patient/Care Give Experience

Measure Title	2022	2023	ACO Average
Getting Timely Care, Appointments, and Information	83.51	86.12	83.68
How Well Your Providers Communicate	94.40	93.74	93.69
Patients' Rating of Provider	92.72	93.12	92.14
Access to Specialists	82.13	78.98	75.97
Health Promotion and Education	56.29	66.00	63.93
Shared Decision Making	63.29	62.22	61.60
Health Status/Functional Status	70.69	74.04	74.12
Care Coordination	88.04	85.69	85.77
Courteous and Helpful Office Staff	92.01	92.38	92.31
Stewardship of Patient Resources	34.31	28.62	26.69

## Care Coordination/Patient Safety

Measure Title	2022	2023	ACO Average
All-Cause Unplanned Admissions for Patients with Multiple Chronic Conditions (lower is better)	N/A	.1557	.1553
Falls: Screening for Future Fall Risk	90.85	92.14	89.42

## Preventative Health

Measure Title	2022	2023	ACO Average
Preventive Care and Screening: Influenza Immunization	73.44	62.50	70.76
Tobacco Use: Screening and Cessation Intervention	70.91	64.71	72.29
Screening for Clinical Depression and Follow-up Plan	44.33	61.41	80.97
Colorectal Cancer Screening	75.20	82.62	77.14
Breast Cancer Screening	75.87	77.08	80.36
Statin Therapy for the Prevention and Treatment of Cardiovascular Disease	81.52	84.19	87.05

## At-Risk Population

Measure Title	2022	2023	ACO Average
Depression Remission at Twelve Months	2.56	0	16.58
Diabetes Mellitus: Hemoglobin A1c Poor Control (lower is better)	10.13	8.75	9.87
Hypertension (HTN): Controlling High Blood Pressure	74.47	77.67	77.80

 Indicator if exceeding ACO average for measurement year

# Addressing Patients in Need



Pam Thompson, BSN, RN

In 2023, Health Partners was able to leverage the capabilities of our new population health platform, Innovaccer. In lieu of endless patient lists that didn't prioritize outreach efforts, the system deploys algorithms called "strategies" that Health Partners designed to bring those patients, with the greatest need, to the attention of our care team.

For example, one of the first strategies deployed was for patients with documented chronic diagnoses such as diabetes, hypertension, congestive heart failure, chronic obstructive pulmonary disease (COPD) and sepsis with high cost claims within the year.

"We spent a lot of time developing the strategies and protocols that went along with them," said Pam Thompson, market director of continuing care. "It was exciting to have a more intentional way to identify patients, feeling like we could make a difference in our high-risk patients' lives."

By developing this strategy, our team of caregivers was able to outreach to those patients with the highest need of care management. Through this targeted approach, our team was able to more readily engage with the patients as an extension of their clinical experience.

# Health Partners Continues Premier Program for Kentucky Employers



Shannon Nally, MSW

In 2023 Health Partners took an active role in leading the employer strategy at a local level. Shannon Nally transitioned into the director role to stabilize the program after staffing changes at the national level. The team at Health Partners was able to retain all clients participating in Premier Program or other employer solutions, and began to look for innovative ways to add to the program's success.

Premier Program gives employers access to competitive health plan options that prioritize providing high-quality health care they can afford. The program's unique architecture allows it to provide care coordination to employees while simultaneously empowering local

employers with transparency in their health care dollars. Reducing the employer health plan costs and enhancing population health are the goals of care coordination.

"Kentucky employers are asking for ways to reduce health care costs and are eager for services such as ours. Care management is what we do best at Health Partners and I am proud to lead an initiative that takes our services beyond Saint Joseph facility walls, into the communities that we serve," shares Shannon Nally, market director, Employer Strategy and Relationships.

**For more information about the Health Partners and its Premier Program, visit [chisaintjosephhealthpartners.org](https://www.chisaintjosephhealthpartners.org).**



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