



CHI Saint Joseph Health Partners

2022 Annual Value Report



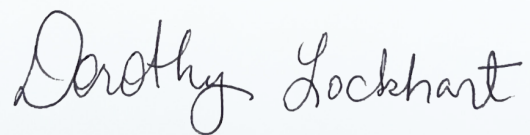
Welcome Message

Health care was changed during COVID and CHI Saint Joseph Health Partners (Health Partners) was one of many organizations that embraced innovative approaches in 2022 in order to continue to make a difference in the lives of those we serve. These pages will highlight for you some exciting opportunities Health Partners initiated this year and will also showcase our commitment to our value based agreements.

We have an amazing team at Health Partners and are proud to tell you that, with our first application for consideration, that we were named in the top 10, small business segment, of Kentucky's Best Places to Work by the Kentucky Chamber Chamber of Commerce. To know our employees love where they work and that they find value in the care we provide patients, makes leading this team rewarding.

The work that we do is more than closing quality care gaps. It is about doing our very best to ensure that the right care is delivered at the right time and at the right place. It includes a promise to communicate clearly and to coordinate services correctly and proactively for our patients.

It is an exciting time to be a part of our ministry. Good things are yet to come!



Dorothy Lockhart, MBA, MSN
Market Vice President



Dorothy Lockhart, MBA, MSN, RN
Market Vice President

Leadership Team



Anthony A. Houston, EdD
Market Chief Executive Officer



James Duncan, MD
Chief Medical Officer



Dorothy Lockhart
Market Vice President



Kristen Brown
*Market Director,
Operations*



Emily Cox
*Managed Care
Pharmacist*



Shannon Nally
*Manager,
Network Development*



Pam Thompson
*Market Director,
Care Management*



Russelyn Cruse
*Manager,
Quality Improvement*

Board of Managers & Committees

About Us

Uniquely positioned to make a real difference in the health of Kentuckians, Health Partners is an ever-growing 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 including 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

Ron Waldrige II, MD (Chair)
Anthony Houston, CEO
Daniel Goulson, MD
Robert Salley, MD
Mubashir Qazi, MD
Thomas Coburn, MD
Julianne Ewen, DNP, APRN
Thomas Von Unrug, MD
Rose Rexroat
Christi Knox (Corporate Responsibility Officer)
Bill George (Secretary)
Christy Spitsler (Treasurer)
James Duncan (CMO, Health Partners)

Quality & Value Committee

Thomas Coburn, MD (Committee Chair)
Robert Salley, MD
Daniel Goulson, MD
Steve Lin, MD
Greg Anderson, MD
Kathy Love

Governance Committee

James Duncan (Committee Chair)
Anthony Houston, CEO
Robert Salley, MD
Mendy Evans
Christy Spitsler

Our Approach

About Us

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

RN Quality Care Coordinator



- Gaps in Care
- Quality Metrics
- Medical Group Partnership

Clinical Pharmacist



- Medication Adherence
- Medical Plan RX Spend
- Clinical Medication Consultation

RN Ambulatory Care Coordinator

- Population Health
- Disease Management
- Facility Discharge Follow up

SW Ambulatory Care Coordinator



- Social Determinates of Health
- Community Resources
- Skilled Facility Follow up

Certified Medical Assistant



- Annual Wellness
- Preventative Screenings
- Facility Discharge Follow up

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

Works directly with providers and clinic staff to provide education and coaching to achieve improvement in quality and cost performance. The Quality Nurse will provide clinic and provider-level dashboards on key metrics, education on evidence-based medicine guidelines, and collaborate 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 "Best Places to Work in Kentucky" in 2022. This was the first time Health Partners applied for the award and was recognized as the sixth best small business out of the 40 recognized winners from across the state.

"CHI Saint Joseph Health Partners takes a collaborative approach 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 committed to providing the best possible care information to our patients and creating an excellent workplace for our employees. We are thrilled to be recognized as a top employer in Kentucky." For more details about Best Places to Work in Kentucky, visit bestplacestoworkkentucky.com.



By the Numbers

Unique Participating Providers	2021	2022
% Primary Care	22%	23%
% Specialty Providers	38%	77%
Network Facilities (*includes Hospital facilities, SNFs, and Rehab Facilities)	80	100
Managed Patient Lives		
% Medicare	43% Medicare	38% Medicare
% Employer Health Plan	18% Employer	18% Employer
% Medicaid	12% Medicaid	12% Medicaid
% Other Commercial	28% Commercial	32% Commercial
Earned Shared Savings	\$2,653,570.30	\$4,990,790.73

Helping Curb Health Care Expenses by Increasing Network Utilization

In an effort to address the ever-rising cost of health care expenses, in 2022 the Kentucky CHI Medical Health Plan took a bold risk by applying the deductible to any first dollar charges outside of the Enhanced/Tier 1 Network. Additionally, all Baptist Health providers and facilities across the state were moved out of network for CHI Medical Health Plan. To support this change, Health Partners dedicated staff to help educate employees on this transition and established a member outreach process should a precertification request for a service outside of the Enhanced Network be received. The care coordinator explains the employee’s benefit plan and cost savings opportunity by using the Enhanced Network and assists in finding a preferred provider, if needed.

As indicated in the charts below, these efforts improved network utilization of Health Partners’ Clinically Integrated Network (CIN), and as a self funded plan, lowered costs by reducing the amount of out of network spend.

This work translates beyond CHI Medical Health Plan as Premier Program, Health Partners' turnkey insurance product, also uses the Enhanced Network on all 10 of its Anthem offered health plans. The goal of this narrow network is to drive commercial business to CHI Saint Joseph Health.

Total medical utilization year-over-year - estimating 6% improvement in in-network financial utilization (based on claim allowed amounts).

Total Utilization	In-Network	Out-of-network
2021	78%	22%
2022	84%	16%

**2022 is based on CHI Medical claims incurred in 2022 and paid through Aug. 2023*

Out of Network (OON) utilization - Estimation that OON accounts for 4% of total claims allowed in 2022 vs. 9% of total claims allowed in 2021. In total dollar reduction, the OON utilization decreased by \$1.5MM.

Out of Network	Total \$	Cost Per Member, Per Month (PMPM)
2021	\$3,295,177	\$37.38
2022	\$1,510,322	\$18.47
PMPM Adjusted Change	\$(1,545,801)	\$(18.90)

**2022 is based on CHI Medical claims incurred in 2022 and paid through Aug 2023*

Inpatient Hospital and Outpatient Hospital - For inpatient hospital there was a year-over-year improvement in in-network utilization, but that includes UK HealthCare utilization as UK HealthCare is in-network. For outpatient hospital, there is a material reduction in out-of-network utilization, likely impacted by the redirection from Baptist (out-of-network).

Total Medical Inpatient	In-Network PMPM	Out-of-Network PMPM	In-Network %	Out-of-Network
2021	\$71.61	\$17.08	81%	19%
2022	\$97.64	\$17.29	85%	15%

**2022 is based on CHI Medical claims incurred in 2022 and paid through Aug 2023*

Total Medical Outpatient	In-Network PMPM	Out-of-Network PMPM	In-Network %	Out-of-Network
2021	\$173.61	\$43.43	80%	20%
2022	\$201.95	\$26.38	88%	12%

**2022 is based on CHI Medical claims incurred in 2022 and paid through Aug 2023*

Medicare Shared Savings Program (MSSP)

	2021	2022
Total ACO Savings	\$0	\$2,292,145.00
Overall Quality Score	90%	86.34%
Earned Shared Savings	\$0	\$1,684,726.33
Attributed Lives	8,198	6,686

Realizing the absence of shared savings in the 2021 program year, the team at Health Partners planned targeted efforts to support innovative care design for Medicare Shared Savings Program (MSSP) beneficiaries, which resulted in realized shared savings in program year 2022. Analysis shows that the largest impacted areas between the two measurement years included a reduction in length of stay within Skilled Nursing Facilities (SNF), and a substantial decrease in Emergency Room, SNF, and Inpatient admissions per 1000 patients.

MSSP Quality Performance

Overall Quality Score

Measure Title	2021 Performance	2022 Performance	ACO 30th percentile
ACO Final Quality Score	90.0%	86.34%	70.63%
<i>Indicator of exceeding ACO average</i>			

Advancements in Information Technology



Kristen Brown

In the spring of 2022, Health Partners started the transition from their previous care management software to that of Innovaccer, a 2022 Best in KLAS Data & Analytics Platform. “To remain competitive, we must leverage the analytical power that Innovaccer provides,” said Kristen Brown, Market Director of Operations. “Our team will be able to more readily identify those patients that would benefit from direct outreach from a Health Partners care coordinator, identify targeted trends in population health, and develop advanced reporting tools to position Health Partners in the ever-changing environment of value based care.”

In the fall of 2022, along with the rest of the Kentucky market of CommonSpirit Health, Health Partners transitioned to Epic electronic health record. This transition enables the team at Health Partners to see a more comprehensive view of a patient’s care via Care Everywhere, a module that allows our team to see the records of our patients at other Epic-enabled facilities. Access to a patient’s full record, regardless of care environment, arms our team with the information they need to provide the best care support for each of our patients.

“The new tools such as Innovaccer, Epic and leveraging the information found on the Kentucky Health Information Exchange (KHIE) provide our RN and SW care coordinators more comprehensive data when they are talking with our patients,” said Pam Thompson, Market Director of Clinical Operations. “This data helps the patients’ confidence in the care coordinators. It also promotes better communication during the care coordinator and provider interactions.”



Pam Thompson

Domain: Patient/Care Give Experience

Measure Title	2021 Performance	2022 Performance	ACO Average
CAHPS: Getting Timely Care, Appointments, and Information	86.62	83.51	83.96
CAHPS: How Well Your Providers Communicate	95.31	94.40	93.47
CAHPS: Patients' Rating of Provider	93.93	92.72	92.06
CAHPS: Access to Specialists	77.65	82.13	77.00
CAHPS: Health Promotion and Education	60.17	56.29	62.68
CAHPS: Shared Decision Making	61.32	63.29	60.97
CAHPS: Health Status/Functional Status	68.11	70.69	73.06
CAHPS: Care Coordination	86.52	88.04	85.46
CAHPS: Courteous and Helpful Office Staff	93.03	92.01	91.97
CAHPS: Stewardship of Patient Resources	24.58	34.31	25.62
<i>Indicator of exceeding ACO average</i>			

Domain: Care Coordination/Patient Safety

Measure Title	2021 Performance	2022 Performance	ACO Average
All-Cause Unplanned Admissions for Patients with Multiple Chronic <i>(lower is better)</i>	36.23	NA	NA
Falls: Screening for Future Fall Risk	88.29	90.85	87.83
<i>Indicator of exceeding ACO average</i>			

Domain: Preventative Health

Measure Title	2021 Performance	2022 Performance	ACO Average
Preventive Care and Screening: Influenza Immunization	74.03	73.44	77.34
Tobacco Use: Screening and Cessation Intervention	65.45	70.91	79.27
Screening for Clinical Depression and Follow-up Plan	49.61	44.33	76.97
Colorectal Cancer Screening	67.49	75.20	75.32
Breast Cancer Screening	70.15	75.87	78.07
Statin Therapy for the Prevention and Treatment of Cardiovascular Disease	79.68	81.52	86.37

Domain: At-Risk Population

Measure Title	2021 Performance	2022 Performance	ACO Average
Depression Remission at Twelve Months	2.44	2.56	16.03
Diabetes Mellitus: Hemoglobin A1c Poor Control <i>(lower is better)</i>	11.17	10.13	10.71
Hypertension (HTN): Controlling High Blood Pressure	77.34	74.47	76.16
<i>Indicator of exceeding ACO average</i>			

Employee and Dependents Diabetes Program Expanded

In July 2022, Health Partners integrated the CHI Health Plan Employee and Dependents Diabetes Program into their existing care management structure, providing additional support for participants than previously offered.

To reduce undue administrative burden, this innovative care model no longer requires a provider referral and membership is available to any employee or dependent currently enrolled in the CHI employee health plan with a current diagnosis of Type 1, Type 2, or gestational diabetes. Program participation requirements include commitment to submitting test and screening results and routine meetings with their Health Partners care coordinator.

Participants will now have access to total care coordination including access to local registered nurses, clinical pharmacists and social workers for one-on-one services. This new benefit will bring additional educational resources for diabetes and nutrition management as well as the opportunity to address other medical or social concerns.

There remains no out of pocket fees for formulary medications and supplies filled at either Community Pharmacy at Saint Joseph Hospital or Saint Joseph East. Additionally, there are no fees for diabetes education tailored to the patient.



Emily Cox, PharmD, RPh

“The Employee Diabetes Program is a unique program that addresses an extremely complex and unfortunately, expensive, disease to manage.” said Emily Cox, Health Partners Clinical Pharmacist and program lead. “The ability for our employee diabetic population to have access to our care management team and no out-of-pocket burden for their diabetes medications leads to better disease management and higher medication adherence. I am so happy to be a part of a system that recognizes this need for our employees and dependents.”

This innovative approach to caring for our employee health plan members with diabetes is exclusive to the Kentucky market at this time.

Teaming Up for a Healthy Commonwealth

Beginning in 2022, Health Partners and the Kentuckiana Health Collaborative (KHC) partnered with the Kentucky Department for Public Health to facilitate the Diabetes Learning Collaborative, an 18 month initiative. The initiative was formed to engage healthcare purchasers, providers, and payers to implement interventions that optimize the prevention, diagnosis, and management of the overall health and well-being of persons with diabetes.

Health Partners was awarded grant funding to evaluate relevant data sources identifying gaps in performance and use that data to develop a plan of action to impact at least one component of the diabetes continuum, including diabetes care, benefit design, delivery, and payment methods. Led by Russelyn Cruse, Quality Assurance Manager, Health Partners is utilizing those grant funds to promote and provide additional resources to those employees participating in the CHI Saint Joseph Health Employee and Dependents Diabetes Program.

Funds are also being used to assist four nurses and one social worker in obtaining Diabetes Education Certification through the Certification Board for Diabetes Care and Education. They intend to use this certification to further assist in educating program participants on how best to manage their diabetes through lifestyle changes and medication adherence.

In addition to spearheading Health Partners collaborative participation, Cruse has been on the Kentuckiana Health Collaborative quality measurement strategy team since 2021. That committee works to increase transparency in healthcare quality, provide comparison points for local and state averages as well as benchmarks scores, and increase overall access to data that can support healthcare quality improvement in Kentucky and Kentuckiana.

The mission of the Kentuckiana Health Collaborative is to work collaboratively with healthcare purchasers and stakeholders to build healthier communities through high quality, affordable, and equitable healthcare across Kentucky and Southern Indiana.



Russelyn Cruse

Health Partners Launches Premier Program for Kentucky Employers

In 2022, Health Partners launched Premier Program, a health benefits program to expand choice for employers across Kentucky; designed as a new way of delivering quality and compassionate care through a network of top-rated physicians and hospitals.

Through this employer strategy, employers are provided with competitive health plan options that are focused on delivering high quality, affordable health services. The program is unique in design by helping to empower local employers with customized control and administrative efficiencies while also providing care coordination to their employees. Care coordination aims to improve population health and lower employer health plan costs.



Shannon Nally

"I truly believe the work our care coordination team does is what sets Health Partners apart in this marketplace," shares Shannon Nally, Manager, Network Development.

"Our team members live in and work in the communities we serve. We aren't a call center in a different part of the country. We understand the health and social challenges that impact Kentuckians because we are Kentuckians. We are

excited to offer this program to employers because we have seen the positive impact it has made for our own employee population at Saint Joseph.”

The program leverages the Health Partners and Anthem’s Blue Access PPO networks of providers to focus on all phases of member health, ranging from wellness to high-risk, complex care. HealthComp, the nation’s leading independent benefits administrator, administers the program.

For more information about the Health Partners and its Premier Program, visit CHISaintJosephHealthPartners.org

In Memoriam

In late November of 2022, Health Partners learned of the sudden passing of our Board Chair and friend, Dr. Ron Waldrige II. Dr. Waldrige was a champion of the CIN and the value based work Health Partners has created. He worked with Health Partners from the beginning as the former President and CMO at UofL Health, while maintaining a busy primary care practice. He will be sorely missed by many patients, co-workers and the community. He was a wonderful physician and leader and had a gift at bringing people together to work for the greater good.



Dr. Ron Waldrige II