The Geisinger Model: Innovations in Healthcare Delivery

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GEISINGER—An Integrated Health Services Organization

Provider Facilities
Geisinger Medical Center & Geisinger Shamokin Area Community Hospital
Geisinger Wyoming Valley Medical Center
Geisinger Community Medical Center
Geisinger Bloomsburg Hospital
2 Nursing Homes
3 Surgery Centers
79K admissions/OBS & SORUs
1,623 beds

Physician Practice Group
Multispecialty group
~1,020 employed physicians
~700 advanced practitioners
78 primary & specialty clinic sites (44 community practice sites)
~2.4M clinic outpatient visits
~410 resident & fellow FTEs

Managed Care Companies
~463K members (including ~77K Medicare Advantage members and ~112 Medicaid members)
Diversified products
~37K contracted providers/facilities
43 PA counties
Geisinger Health System coverage area

- Geisinger Inpatient Facilities
- Geisinger Health System Hub and Spoke Market Area
- Geisinger ProvenHealth Navigator Sites
- Contracted ProvenHealth Navigator Sites
- Geisinger Medical Groups
- Geisinger Specialty Clinics
- Non-Geisinger Physicians with EHR
- Ambulatory Care Facility
- Geisinger Health Plan Coverage Area
- Careworks Convenient Healthcare
- LifeFlight Bases

Revised 10-16-12. Geisinger PR & Marketing Department
Transforming Healthcare with Technology

- **>$180 M invested** (hardware, software, manpower, training)
- **Running costs**: ~4.6% of annual revenue of > $3 Billion
- **Fully-integrated EHR**: 44 community practice sites; 3 hospitals; 3 EDs; 4 Surgical Centers; 12 CareWorks retail-based and worksite clinics
  - Acute and chronic care management
  - Optimized transitions of care
- **Networked Patient Portal** - ~233,000 active users (37% of ongoing patients)
  - Patient self-service (self-scheduling, patient-entered data)
  - Home monitoring integrated with Medical Home
- **“Outreach Health IT”** – 6,460 users in 812 non-Geisinger practices
  - Remote support for regional ICUs
  - Telestroke services to regional EDs
- **Active Regional Health-Information Exchange (KeyHIE)**
  - 21 hospitals, 172 practices 70 long term care centers and 28 home health agencies, 550,000 patients consented, publish 600,000+ documents monthly, participants access 700+ patients monthly
- **e-health (eICU®) Programs**
- **Keystone Beacon Community**
  - HIT-enabled, Community-wide care coordination in 5 rural counties
Strategic Priorities

Quality and Innovation

• Patient Centered Focus
  – Patient activation (empowerment)
  – Culture of quality, safety and health

• Value Re-Engineering

Market Leadership

• Extending the GHS Brand

• Scaling and Generalizing Innovation

The Geisinger Family

• Personal and professional well being
The Geisinger “Sweet Spot”

Population Health Innovation

to reduce total cost of care

Geisinger Clinical Enterprise

Data Driven Care Redesign
- Systems of Care
- Bundles
- Transitions of Care

Geisinger Health Plan
Geisinger Transformation Initiatives

• ProvenCare® for Acute Episodic Care (the “Warranty”)
• ProvenCare® Chronic Disease
• ProvenHealth Navigator® (Advanced Medical Home)
• Transitions of Care
• PRIDE (Proven Innovation Drive for Excellence)
Where We Are Now (National)

- Unjustified variation in quality, access, and cost of care
- Unwarranted and fragmented care-giving
- An addiction to perverse payment incentives
  - Piece rate Medicare/Medicaid payment model
    - Driving up units of work
    - Driving up cost
    - Diminishing value and quality
- Transition to new payment incentives (predicated on fundamentally new care delivery models)
Where Do We Want to Be? (National)

• Affordable coverage for all
• Payment for value
• Coordinated care
• Continuous improvement/innovation
• National health goals, leadership, accountability
Where We Are Now (Geisinger)

- Consolidation of Providers
- Payer-Provider “Integration” Model Expansion
- Value Re-engineering
- Medical Tourism (i.e., Walmart ProvenCare®)
- Reference Pricing
- Bundling Episodic Care / ACOs
- Population Health (aka, ↓ Total Cost of Care)
Where Do We Want to Be? (Geisinger)

• Distributed Data
  — Personalized Medicine/Genetics
  — Healthcare in the cloud
• “Activated” Patients/People
• Transparency and availability of standardized data on cost and quality
• New Provider Surrogates/Locations
• Social Network Enabling
• Behavior Change Analytics
• Generalizing Value Re-engineering
Next Steps (National)

- Medicare Advantage (Less Revenue)
- Expanded Medicaid Managed Care (Less Revenue)
- Effect of Exchanges
- Price Controls
- Regulatory Commissions
- Multiple Payment Incentive Experiments Plus Residual FFS
- Continued Provider/Payer Consolidation (And Political Push Back)
- Global Budgets for Medicare & Commercial Payer
Next Steps (Geisinger)

Market Leadership

- Extending the GHS Brand
- Scaling and Generalizing Innovation
Scaling and Generalizing Insurance Operations

Vertically:
- PA Medicaid Managed Care, 3/1/2013
- Medicare FFS to Medicare Advantage
- Positioning for Exchange Environment

Horizontally:
- Out of State Provider-Payor Partnerships
  - West Virginia TPA “Plus”
  - Eastern Maine TPA “Plus”/ Pioneer Consulting
  - NJ JV w/Meridian – Medicare Advantage
  - Delaware – Christiana Care
- Baseline Evaluation
- Volume to Value Action Plan
- Care Design and Delivery
- Population Health Data Analytics
- Financial Optimization
Early Evidence of Generalizability

- Bon Secours, VA
- University of West Virginia
- Eastern Maine Health System (EMHS)
- Christiana Care Health System
- University of Michigan
- Singapore
- Scranton