

Glenridge Case Study

Patient Centered Medical Home (PCMH) Programs Require New Skills, Expertise and Technologies in Provider Contracting and Provider Relations

If you've seen one PCMH program, you've seen one....as healthplans look to PCMH programs and outcome-based contracting initiatives to improve quality and bend the cost curve, provider-payer collaboration is taking on new forms. Programs like PCMH require a new set of skills and tools in Network Management to design, implement and service these programs. The structure of PCMH programs can vary widely and emphasis on the healthplan infrastructure to effectively administer the financial, clinical and data intensive aspects of such program is critical for success.

The Challenge

A regional plan with 3.5 million beneficiaries is rolling out a robust PCMH program targeting all 4000 network PCPs for program enrollment. Approximately 80% of the network PCPs are in solo and small group practices, so formation of medical panels of 10-15 PCPs/panel is a key aspect of the PCP 'recruitment' exercise. The Plan recognized that the scope and complexity of this initiative would require new resources and expertise in the Contracting and Provider Relations Departments, and Glenridge was engaged as Program Enrollment Coordinator. A recruitment goal of 75% of PCPs enrolled in PCMH was set for Year 1.

Our Solution

A team of Glenridge remote and on the ground managed care professionals began PCMH outreach to providers in coordination with a targeted mass mailing to all eligible PCPs and a call center dedicated to the PCMH initiative. A PCMH enrollment process was developed to manage and track the processing of contract, panel and provider documentation through to system load and provider/panel activation.

Glenridge Enrollment Coordinators were assigned by geography and were equipped with 'sales kits', recruitment tools and IT support so they could professionally present the program offering and actively facilitate panel formation. Resources such as geo-mapping, wi-fi cards and laptops for mobile teams, and access to provider historical info (e.g., 1099s, claims data and member attribution lists) were important to enable the mobile sales force to create customized solutions and pro-formas for specific providers and panels. Ongoing team coordination, along with a solid tracking data base and project library was essential to recruitment success. Enrollment Coordinators were responsible for timely and effective follow up; conducting site visits and town hall meetings; working through resolution of provider issues unrelated to PCMH; and continual development of relevant recruitment materials such as FAQs, program descriptions and collateral materials. They were also responsible for documenting all contacts with providers, collecting / communicating

Level of PCP awareness, preparedness and strategic buy-in to PCMH program goals was hugely variable across the community

Most Network Management shops are staffed for a traditional approach to contracting and provider relations. The Provider Relations Rep of the future needs to be equipped with a sophisticated tool kit to address providers' complex financial, clinical and operations issues

*Service and Data are
keys to successful
provider recruitment
into a PCMH program*

provider data updates and regularly reporting detail status information to multiple stakeholders, so a customized database application was developed for this initiative.

Identifying and recruiting key practices was important part of the recruitment strategy. This PCMH initiative spanned a tri-state area, so identifying program champions and also establishing PCMH strongholds in each locale was essential to recruitment momentum and also to PCMH program success. Enrollment of those practices with high volumes of attributed members and, most importantly, high risk members, was critical to achieving PCMH program goals. The Enrollment Coordinators worked closely with the healthplan's medical directors for training and recruitment support - many times the Physician to Physician interaction was the turning point for PCP participation.

Results

*PCP enrollment goal
was achieved in Year 1*

The Glenridge team gave the Plan the edge it needed to meet ambitious program goals. The team delivered enrollment results and established a solid foundation of well informed and engaged PCPs positioned for program success.

75% of the Plan's PCPs are enrolled in PCMH – either in “Ready Made Panels” (panels comprised of group practices of ≥ 5 PCPs) or “Virtual Medical Panels” (panels comprised of 5-15 compatible community PCPs who are not in formal practice together).

*PCMH Program
positioned for success*

Network Management is closely aligned with the CMO and PCMH Program Officer, working together to tailor the program and incorporate the lessons learned in Year 1.

Sophisticated tools and expertise developed within Provider Relations enable Network Management staff to service the ongoing needs of providers as the PCMH program evolves.

Phase 2 of the program is focused on enhancing active provider engagement, especially related to Care Plans and technology adoption, and deploying resources to optimize achievement of PCMH goals across all practices.

About Glenridge

Glenridge HealthCare Solutions is a professional services and data management firm specializing in provider network development, managed care programs and health plan operations. Current engagements include regional and national network development initiatives, financial modeling, Medical Home and ACO development. In addition to an impressive team of managed care professionals, we have proprietary project and data management systems specifically developed to manage projects and data for medium and large scale network development projects. We have offices in the DC/Baltimore area, a team of managed care contractors throughout the country, as well as a call center and document processing center to support the administrative needs of national initiatives.