

PROVIDER PERFORMANCE MANAGEMENT AND ENABLEMENT

CARE MANAGEMENT PARTNERSHIP AND RESOURCE OPTIMIZATION FOR A HEALTHCARE ENABLEMENT COMPANY

Refined the governance and operating model framework to accommodate primary care practices ranging in size from 70 physicians to 300+ providers

Client situation

- The client was a provider focused Medicare Advantage enablement organization that partners with primary care practices to help physicians take on risk for Medicare Advantage patients
- Their preferred model to partner is a Joint Venture structure, where the newly formed entity absorbs the pre-existing care management (CM) program and manages it going forward
- The client sought to work collaboratively with its primary care partners to reimagine its CM operating and governance model

Oliver Wyman approach

- Current state assessment, including gathering input via on-site visits, 1:1 interviews and surveys of team members and physicians
- Collaborative solutioning across governance/accountability models, menu of performance management options (i.e., metrics), and resource deployment methodologies
- Robust modelling/analysis of CM resource needs leveraging Oliver Wyman expertise in CM function, as well as local operational needs
- Market-specific socialization, engaging each primary care practice individually to listen and incorporate their unique concerns/desires, to the extent possible

Key impacts achieved

- Refinement of governance and operating model framework to accommodate primary care practices ranging in size from 70 physicians to 300+ providers
- Creation of CM performance management metrics across emergency, in-patient and post-acute utilization focus areas
- Development of scalable CM resource planning tool that tailors needs by individual physician driven by utilization and disease condition parameters
- Socialization (and acceptance) of new operating concepts by majority of client's partner organizations

PROVIDER ENABLEMENT STRATEGY FOR A REGIONAL HEALTH INSURER

This work laid the foundation for a larger next phase of work around aligning various provider enablement strategies

Client situation

- Oliver Wyman was engaged by a regional health plan to assist in the development of its provider enablement strategy. Given the client's need to determine near-term budget priorities, Oliver Wyman's recommendations focused on defining minimum necessary near-term capability requirements that would also allow flexibility for the client to develop end-state capabilities over time

Oliver Wyman approach

- The work consisted of three primary workstreams:
 - Developing payer and enablement player market profiles to enhance the client's market fact-base with insights on success drivers of key payer and enablement models
 - Creating a provider enablement capability model specific to the payer, identifying areas of value-added services
 - Defining strategic options and considerations for end-state capability requirements

Key impacts achieved

- The client received a detailed description of six areas to invest in minimum capabilities to support its path to risk, as well as strategic options and considerations for end-state capabilities
- Profiles of enablement players were also included to share market insights on common success factors and pitfalls of existing provider enablement models
- This work laid the foundation for a larger next phase of work around aligning various strategies at the client to respond to market pressure and maintain competitive differentiation

PROVIDER ENABLEMENT AND EMPLOYER DIRECT CONTRACTING STRATEGY AND INVESTMENT PLAN WITH REGIONAL BLUE PLAN

Defined enablement capabilities required to drive higher value provider performance, enable novel networks and products, and developed comprehensive business case and roadmap

Client situation	Oliver Wyman approach	Key impacts achieved
<ul style="list-style-type: none">• The client was seeking answers to two questions:<ul style="list-style-type: none">– What provider and risk enablement capabilities do we need over the next 3–5 years?<ul style="list-style-type: none">- To maintain strong provider relationships and further drive the shift to value- To address competitive disintermediation and maintain competitive advantage– What capabilities will be needed to deliver innovative networks and products and reduce the risk of large employers who have indicated willingness to directly contract with providers?	<ul style="list-style-type: none">• Scenario-based war-gaming approach to identify range of employer innovation plays<ul style="list-style-type: none">– Analyzed market demand for custom arrangements– Outlined and analyzed different strategic options• Market-driven provider enablement strategy development informed by current assets and strategy<ul style="list-style-type: none">– Partnered with client SMEs to define foundational enablement capabilities– Developed a strategic and financial business case, including actuarially-certified medical cost impact assumptions and investment and operational costs	<ul style="list-style-type: none">• C-suite alignment on strategic direction and importance of accelerating current efforts• Secured approval and initial investment for implementation and execution<ul style="list-style-type: none">– Start build on the capabilities required by EOY to support in-flight customer and provider efforts– Progress from RFIs to RFPs with vendors to finalize sourcing strategy

COMMITTEE KICK-OFF FACILITATION FOR A COALITION OF REGIONAL HEALTH PLANS

Engaged and aligned strategic workgroup around new member experience and provider quality improvement initiatives

Client situation	Oliver Wyman approach	Key impacts achieved
<ul style="list-style-type: none">• For a coalition of health plans, OW was engaged to support kickoff of an annual strategy process by developing strategic frameworks for two priority focus areas: member experience and provider quality• Our goals were to:<ul style="list-style-type: none">– Expand the client’s understanding of industry best practices and market landscape in the healthcare member experience and provider quality spaces– Support the client in developing foundational frameworks in both topical areas which could be used for further strategic planning work in 2020	<ul style="list-style-type: none">• OW worked with client to develop and refine key frameworks to guide future workgroup discussions and ultimate recommendations• Support included leveraging deep, industry expertise to provide jump-off materials for initiating a level-setting and past experiences sharing discussion• Conducted competitive analysis into both direct competitors’ and vendors’ approaches to provide example approaches and inform differentiation opportunities• At the end of the engagement, OW facilitated a 2-day work group kick-off event with representatives from more than 10 allied health insurers	<ul style="list-style-type: none">• Developed strategic frameworks on top priority areas of focus, incorporating feedback from client leadership and entity representatives to assist in driving a multi-year improvement plan despite widely-varying entity constraints and regional differences• Created knowledge base around market movement and competitive landscape to serve as reference as client moves forward in strategic planning efforts• Final workshops kickstarted client’s strategic recommendation development among key workgroups on how to bolster common messaging and a clear roadmap for target network initiatives