

Revolutionizing Value



CAHP Conference Panel, October 2019
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Chief Transformation Officer
Executive Administrator, Clinically Integrated Network



H MemorialCare Medical Centers

👶 Miller Children's & Women's Hospital Long Beach

🏢 MemorialCare Shared Services

👣 Children's Specialty Care Centers

✳️ Urgent Care Centers

+ MemorialCare Medical Group

👙 Breast Centers

🏥 Hospital-Based Imaging Centers

🏥 Community-Based Imaging Centers

🏥 MemorialCare Surgical Centers

👤 Dialysis Centers

🏠 Affiliated Physician Groups
(Includes Greater Newport Physicians)

COMING SOON

COMING SOON

COMING SOON

Los Angeles County

Torrance

Long Beach

Huntington Beach

Anaheim

Westminster

Fountain Valley

Yorba Linda

Irvine

Newport Beach

Laguna Hills

Laguna Niguel

Mission Viejo

Dana Point

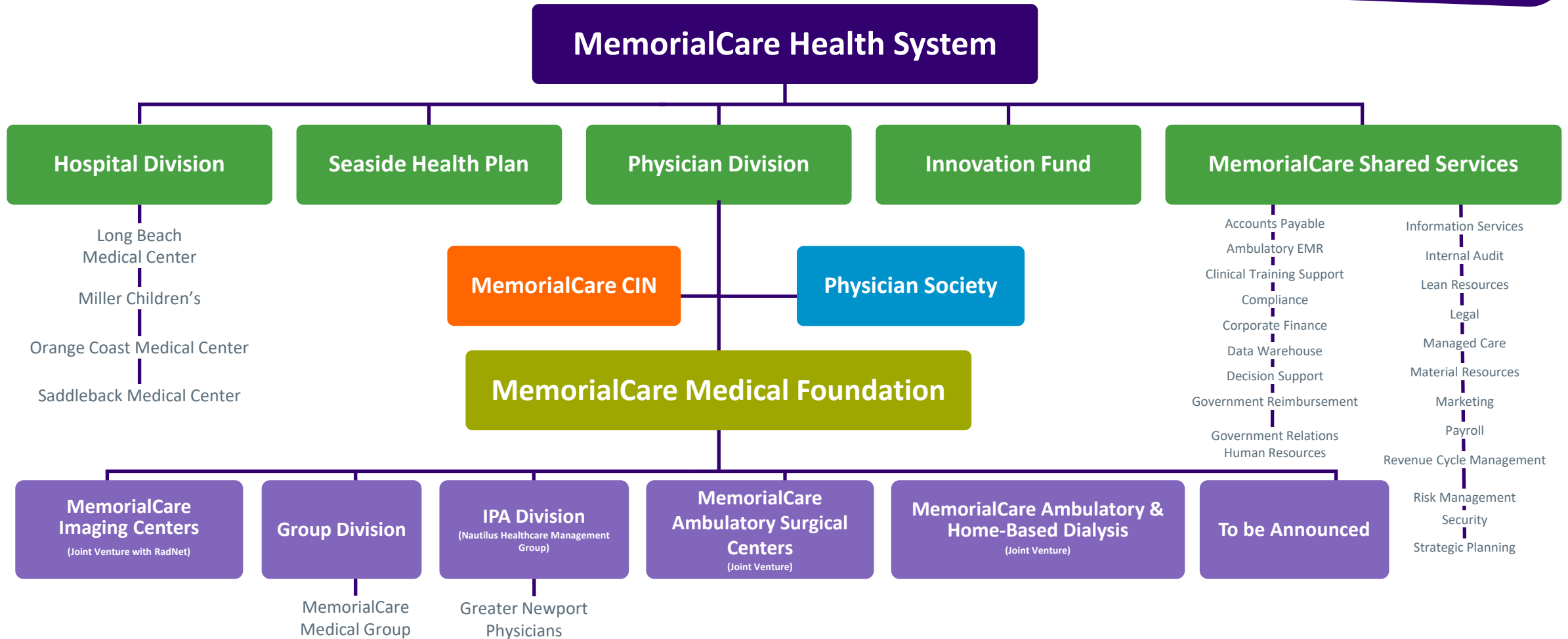
San Clemente

Orange County

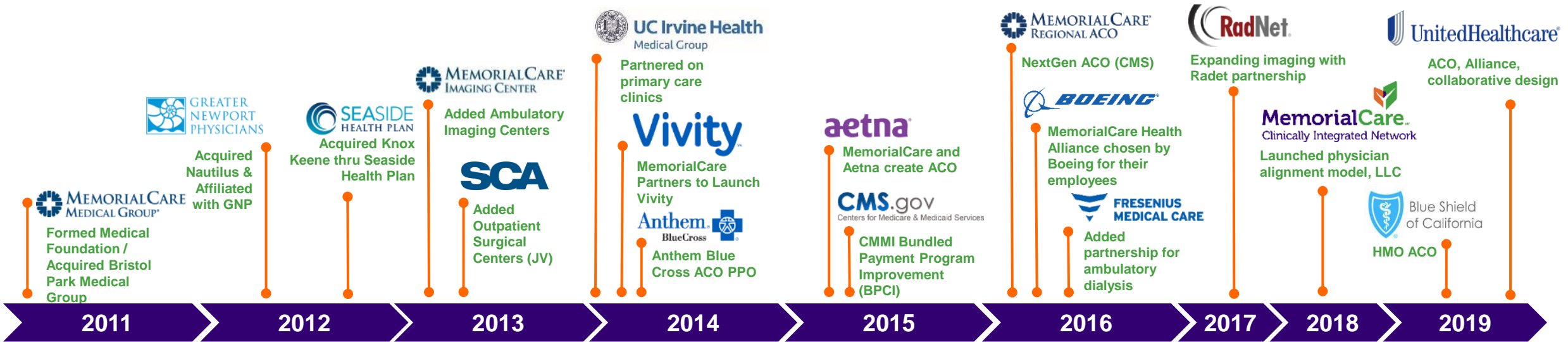


Santa Ana Mountains

A Fully Integrated Health System



MemorialCare's VBC History - 8 years and counting



Revolutionizing Value – CEO Promise: Provide every resource available for MemorialCare to continue leading in value-based care, while advocating for others statewide and nationally to follow our lead - for the betterment of the U.S. health system. Barry S. Arbuckle, Ph.D. President & CEO

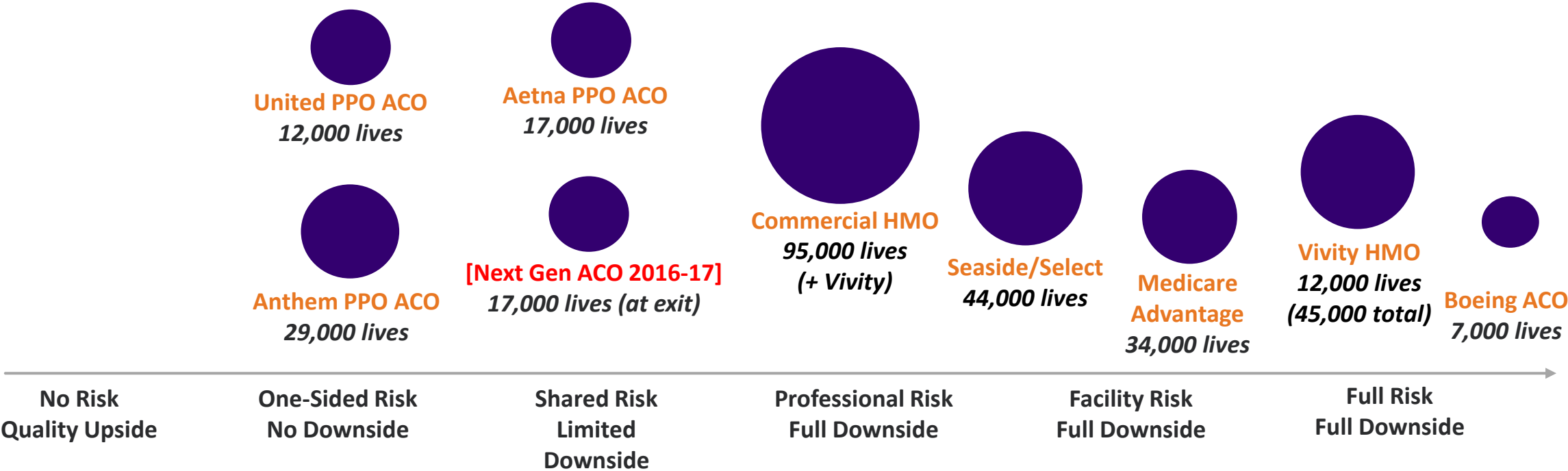
Focused **on AMBULATORY EXPANSION**, which has led to network growth and created a solid building block for future VBC/risk programs.

Gained **experience in NETWORK PARTNERSHIPS** to serve expanded geographic regions with Boeing.

Demonstrated **success in taking DOWNSIDE RISK** with several payer partners with attributed populations.

MemorialCare's Risk Portfolio – Currently 250K Lives

Substantial experience in taking risk for attributed and designated patients (lives, Aug'19, rounded to 000)



Example: Direct-to-Employer (DTE) – Boeing



- First of its kind Direct-to-Employer contract in California
- Implementation January 1, 2017
- Reduced inpatient admissions by 22%
- Reduced ED visits by 47%
- Reduced pharmacy spend by 22.5%
- Exceeded patient satisfaction targets

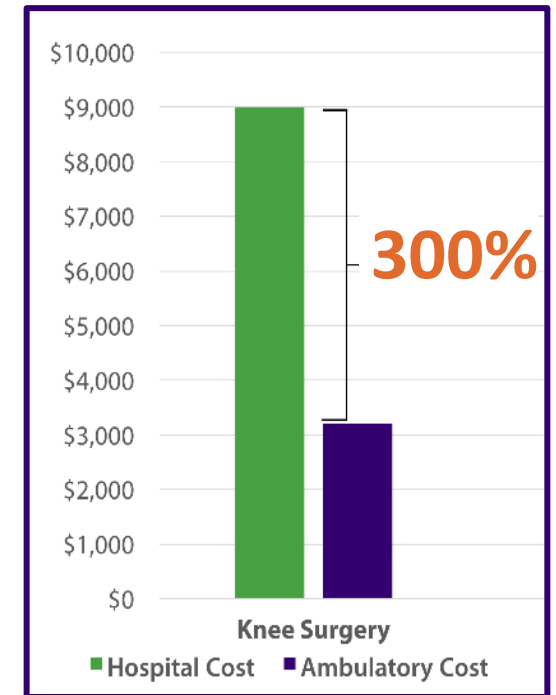
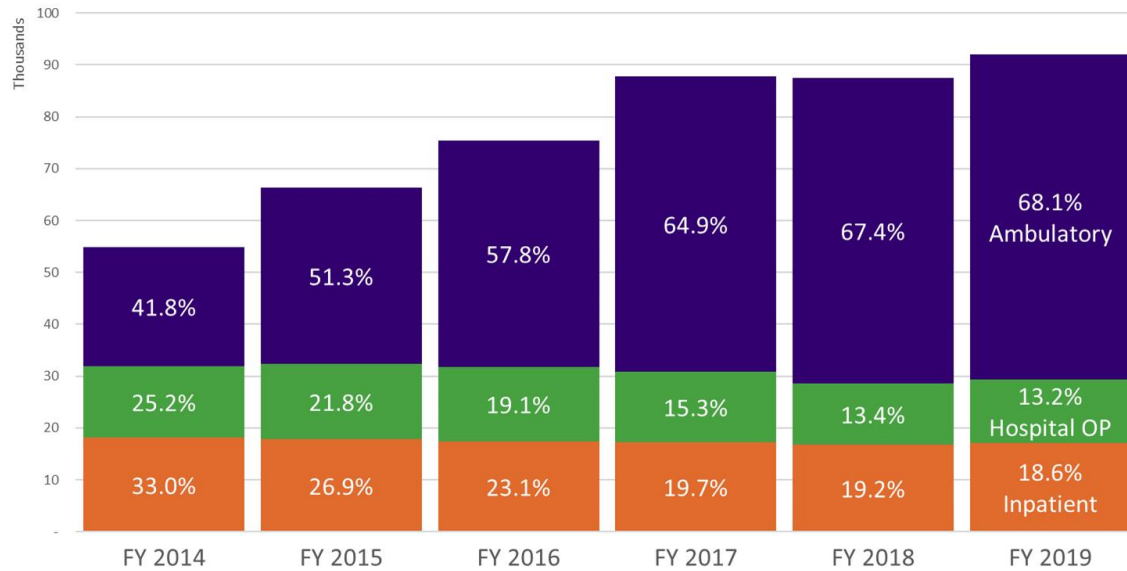
Grew Enrollment by 33%

Contract Extended



Shift to Ambulatory Services

Total Surgical Cases

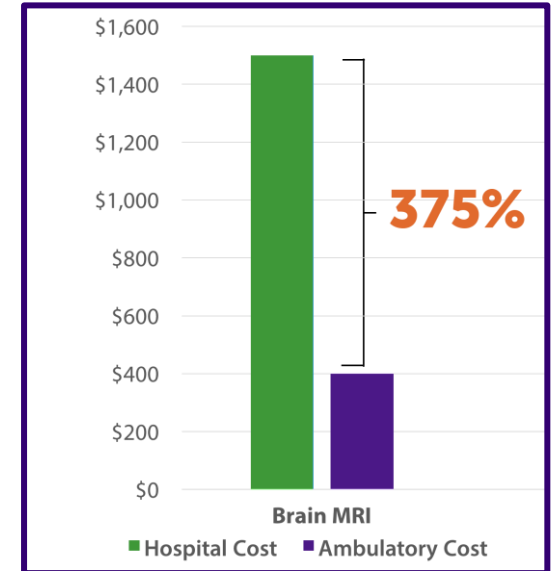
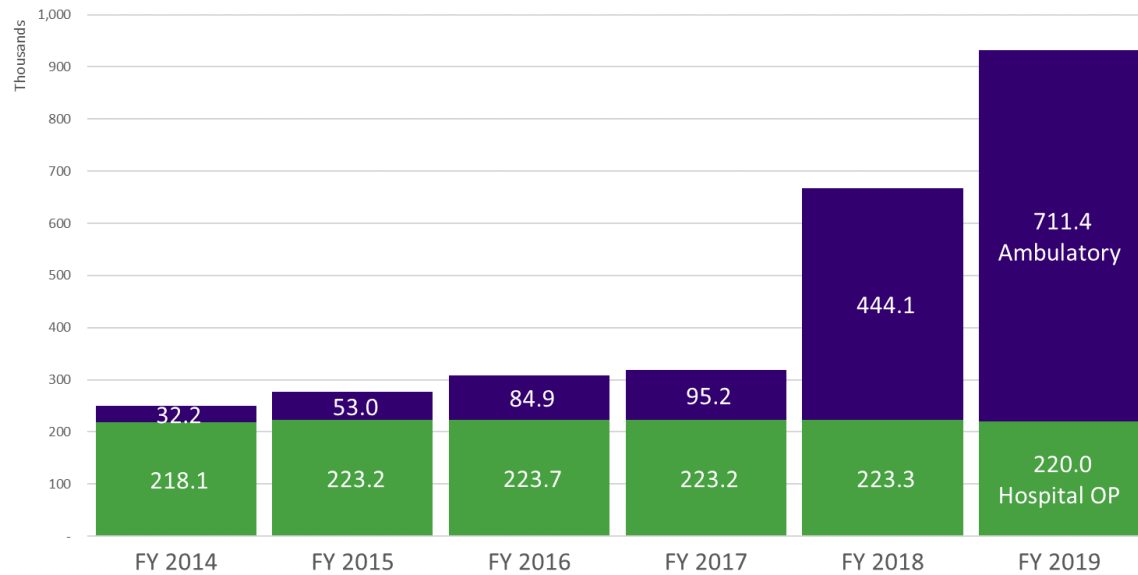


"Cost" = price to insurer

- Community-based OP
- Hospital-based OP
- Hospital Inpatient

Shift to Ambulatory Services

Total Imaging Volume



- Community-based OP
- Hospital-based OP

"Cost" = price to insurer

Improving Access to Behavioral Health



From PILOT → to SPREAD

- Embedded LCSW with tele-psych
 - *Piloted – focusing on MA, Boeing and Vivity patients – and then spread to 7 MCMG and GNP clinics*
- Results:
 - *80% patients have reduction in PHQ-9 scores to <5 within 90 days. Most recent quarter 96%*
 - *Continuing to optimize and spread in 2020*
 - *Expanding with virtual care services*



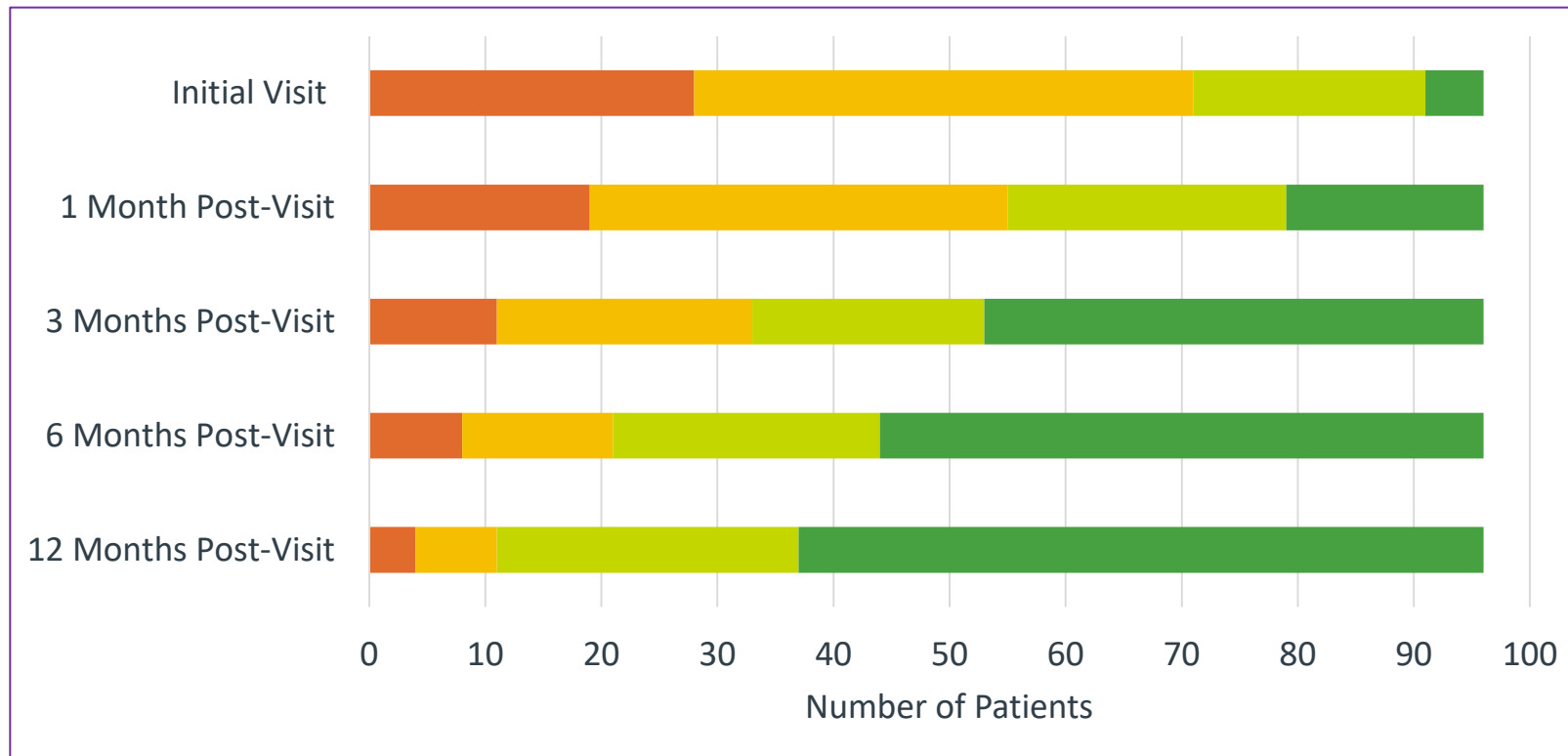
SilverCloud

**THE LEADING
DIGITAL MENTAL &
BEHAVIORAL
HEALTH PLATFORM**

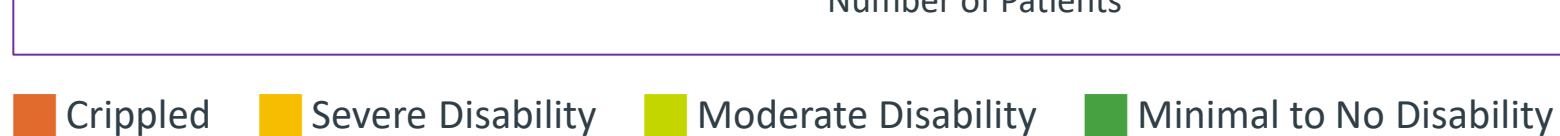
OVER 30 PROGRAMS FROM
WELLNESS TO SEVERE MENTAL
HEALTH CONDITIONS WITH
PROVEN OUTCOMES AND
ENGAGEMENT

Eliminating Unnecessary Spine Surgery

12 Months Post Non-Operative Visit, Patient Reported Outcomes



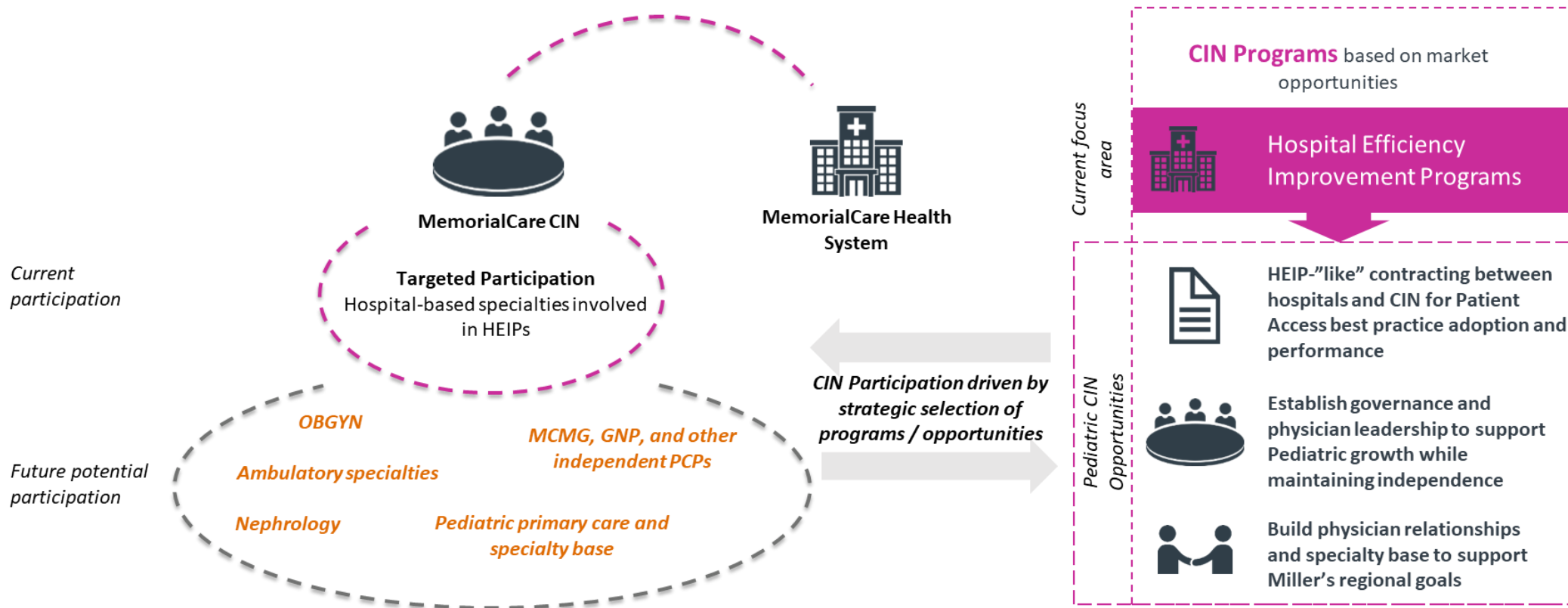
Results indicate that our conservative approach to back pain results in continuous and significant improvement at every assessment stage



Launch of our C.I.N. Moving from Year 1 to Year 2



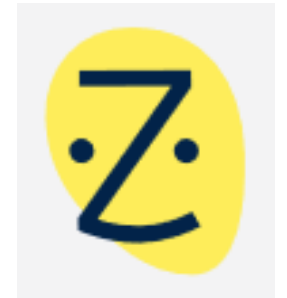
Clinically Integrated Network (CIN) Overview



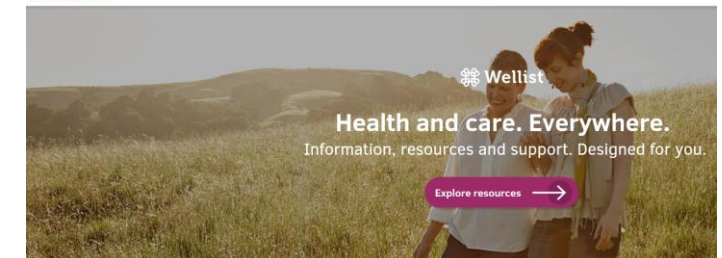
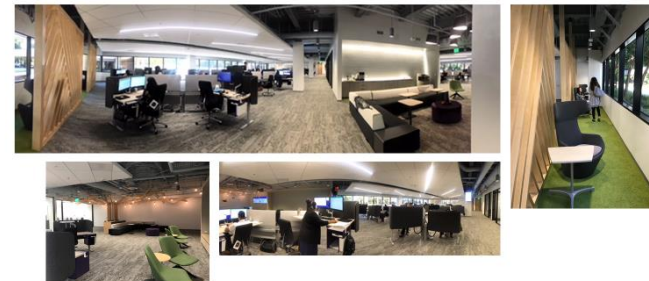
Thoughtfully Building our Roadmap to Consumerism

Building our Human and Digital Experience strategy

- Simply Better behaviors
- On-line scheduling
- Virtual Health tools (3 year plan) – video visits, self-service, virtual triage, asynchronous visits
- Social Determinants of Health resources
- Navigation Center



Launching Our New Navigation Center



Back to Value - the \$1T Checkbook

ihi.org/Engage/collaboratives/LeadershipAlliance



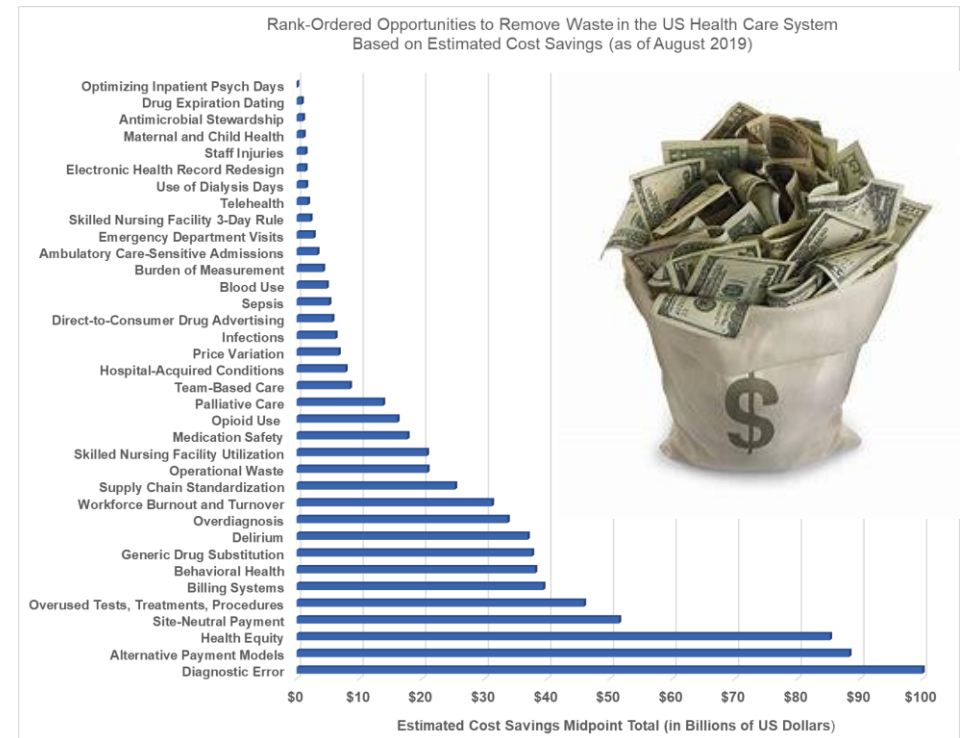
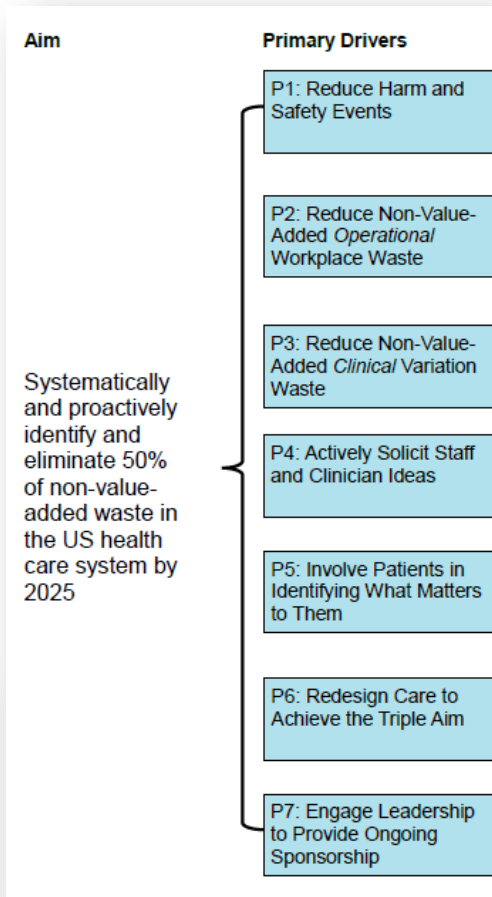
Institute for Healthcare Improvement

Call to Action:
Reduce Waste in the US Health Care System and Return the Cost Savings to Patients and the Economy

IHI Leadership Alliance

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 James Leo, MD, FACP, FCCP: *Chief Medical Officer, MemorialCare Health System*

Acknowledgments:
 The IHI Leadership Alliance is a dynamic collaboration of US health care executives who share a goal to deliver on the full promise of the IHI Triple Aim: better care for individuals, better health for populations, and lower per capita health care costs. Sincere thanks to the IHI team for their ongoing support and thoughtful guidance of this work: Maureen Bisognano, Molly Bogan, Bozwell Bueno, Jill Duncan, and Derek Feeley.



Consumer & Industry Recognition



<input type="checkbox"/> COMPARE SELECTED	QUALITY OF MEDICAL CARE	PATIENT'S RATE OVERALL EXPERIENCE
<input type="checkbox"/> CLEAR ALL		
▼ SORT	▼ SORT	▼ SORT
<input type="checkbox"/> MemorialCare Medical Group	★★★★☆ VERY GOOD	★★★★★ EXCELLENT
<input type="checkbox"/> Greater Newport Physicians	★★★★☆ VERY GOOD	★★★★☆ VERY GOOD

Patient Assessment

Statewide, patients rated MemorialCare Medical Group at the 98th percentile in the 2019 PAS survey for Overall Rating of Care, 3rd in California.

Other recognitions:

- **2019 U.S. News & World Report Best Hospitals:**
 - Long Beach Medical Center named in Top 4 in Orange County, Top 12 in LA County, and Top 22 in California; awarded “high performance” status
 - Orange Coast Medical Center awarded “high performance” status
 - Saddleback Medical Center ranked #45 of 4,500 orthopedic hospitals in U.S. and awarded “high performance” status
- **2019 Orange County Register’s Best of Orange County:**
 - Orange Coast Medical Center
 - Saddleback Medical Center
 - MemorialCare Medical Group
- **America’s Physician Groups Standard of Excellence Elite Status:**
 - MemorialCare Medical Group
 - Greater Newport Physicians
 - Edinger Medical Group
- **IHA Medicare Advantage:**
 - Edinger Medical Group—4.5-stars
 - MemorialCare Medical Group—4-stars
 - Greater Newport Physicians—4-stars

Deeper Learnings



1. Focusing on the patient experience, first
2. Integrated approach and infrastructure across a portfolio of “products”
3. Partnerships for value-based care work – don’t need to own all the bricks and mortar
4. Shared alignment is helpful
5. Innovating at a pace and in a way that makes sense to our practitioners on the front lines

Revolutionizing Value in Healthcare



Systemness



Patient Centricity



Ease & Access