



COUNCIL OF ACCOUNTABLE PHYSICIAN PRACTICES

An affiliate of the AMGA Foundation

CAPP & National Alliance Listening Sessions Preliminary Topline Findings

The Council of Accountable Physician Practices (CAPP) partnered with the National Alliance and a few of their coalition members across the country to host “listening sessions” with employers. The objective was for CAPP to better understand what employers want from their local care delivery systems and providers and learn how to best work with employers. The overall goals of these sessions included: (1) learn how they evaluate performance of delivery systems and provider networks in making purchasing decisions; (2) understand how current trends in care delivery reform are perceived; (3) understand employers’ goals for their employees in terms of care delivery; (4) identify the gaps in care delivery between what the employer wants and what they’re getting; and (5) understand the barriers and constraints in actively shaping provider networks to solving problems.

The following five National Alliance coalitions hosted sessions with their members: Dallas/Fort Worth Business Group on Health, Lehigh Valley Business Coalition on Healthcare (near Philadelphia), Midwest Business Group on Health (Chicago), Washington Health Alliance (Seattle) and the North Carolina Business Group on Health. Participants included public and private employers from 100 employees to 100,000+. Themes that emerged from all the listening sessions included:

Care coordination

- In general, as people experience challenges with managing their own care and navigating the health care system, employers are having to step in as care navigators. Care coordination resonates as a “must have” but rarely delivered service, despite efforts in parts of the care delivery system to be more integrated and coordinated. Some employers are interested in centers of excellence as a step toward higher value networks.

Gaps in patient experience

- Most employers lack time/resources to solve unique local market opportunities and problems. They are looking for simplified billing, with understandable upfront estimates of out-of-pocket costs for recommended care. They want ease of appointments and wait times and one stop for multiple services (i.e., lab, imaging, specialists). They would like the care provider to take on more responsibility for helping patients manage financial needs as well as care.
- Employers do not have the tools to evaluate the performance of network providers individually or as a network. Quality metrics/data are not advanced enough to evaluate provider cost/quality.

Mental health access

- There is an understanding that mental health care is part of caring for employees' "total health," but few feel they are receiving adequate attention to mental health services from local providers. All are trying to reduce stigma, reduce employee costs and are unsure which providers are good or not. Employers want evidence-based mental health and desire primary care and behavioral health integration.

Common challenges

- Market dominance by either major health systems and/or insurance carriers limit employers' ability to affect the local changes they would like to see.
- There is a lack of trust with all players, including physicians.
- The lack of transparency among stakeholders means that employers don't have the actionable metrics or knowledge they need to assess quality of care, value or the quality of providers and vendors.
- Employers say they don't have the actionable metrics or knowledge they need to assess providers and vendors.
- Public employers have constraints in collective bargaining and a slow RFP process.
- Consumers/employees still resist changing trusted physicians or hospitals.

Some opportunities for coalitions

- Help build relationships between members and physician groups by providing opportunities for transparent conversations
- Help design alternative payment models with common quality measures, definitions
 - To inform tiered or high-performing networks and centers of excellence
- Support employers to find and evaluate the right vendors, and negotiate reduced pricing for members
- Provide education and guidance on where to find local high-value providers and innovation
 - Educate employers on quality measures, such as NCQA standards and continue educational sessions around key topics