

Aetna's
**High Performance
 Provider**
 Initiatives

Driving
 Improvement
 Opportunities




With a goal of "Better, Faster and More Affordable"


**Transforming the
 Delivery of Health Care:
 Better, Faster and More
 Affordable**

Virginia Mason Medical Center
 Employers
 Aetna

January 18, 2007



**Driving Improvement
 Opportunities**

"Our costs to corporate purchasers at VM are above that of other medical facilities. We have become unaffordable. Reinventing delivery of health care demands unwavering focus on eliminating waste. It requires innovation. It also requires engaging corporations and insurers, the sources of funding for the care we provide."


Dr. Robert Mecklenburg
 Chief of Medicine
 Virginia Mason



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Where Do We Go From Here?

- Continued collaboration among all parties: healthcare providers, employers and Aetna
- Look for opportunities to make the system better. Seattle examples involve areas of focus, including:
 - GERD
 - Back Pain
 - Migraines
 - Cardiology
- Everyone must get involved!


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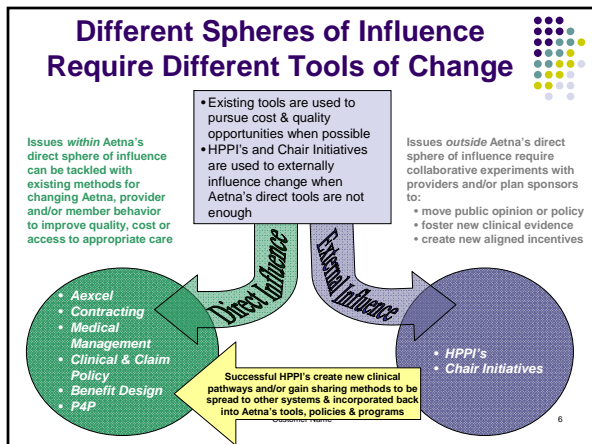
High Performance Provider Initiatives

Definition
 Aetna's High Performance Provider Initiatives (HPPI's) build on the unique capabilities of Aetna and those of the hospitals, medical groups, physicians and other health care organizations to create breakthrough solutions to quality and cost issues confounding the delivery of health care.

Approach
 Identify significant health care barriers that can be solved with ground-breaking collaboration between Aetna and a key health care provider / system.

Quality Domain Addressed
 All HPPI's address one or more of the six elements of quality, as defined by the Institute of Medicine.

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How Aetna Does It

Process

- Identify gaps in quality (effectiveness) and/or efficiency and collaborators with a strong interest and ability to address them
- Perform data analysis to clearly define the problem and root causes and design solutions for iterative learning and shared risk/savings
- Operational program and ongoing results tracked
- Promote findings for wider adoption



- ### Results
- Improve quality and efficiency of health care
 - Savings to consumers and plan sponsors

Aetna's High Performance Provider Initiatives (HPPIs)
create a collaborative & transparent process for quality & cost improvement in health care delivery



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Quality Issues Defined

IOM Quality Dimension	Description from IOM
Safe	Avoiding injuries to patients from care that is intended to help them (e.g., nosocomial infections, side-effects of medications)
Patient centered	Providing care that is respectful of and responsive to individual patient preferences, needs, and values, and ensuring that patient values guide all clinical decisions (e.g., member survey measures)
Effective	Providing services based on scientific knowledge to all who could benefit, and refraining from providing services to those not likely to benefit (e.g., adherence to evidence-based guidelines)
Timely	Reducing waits and sometimes harmful delays for both those who receive and those who give care (e.g., member survey measures)
Efficient	Avoiding waste, including waste of equipment, supplies, ideas, and energy (e.g., overutilization measures, case-mix adjusted observed to expected indices)



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Virginia Mason Medical Center

Facility

Largest private fully integrated delivery system in the Pacific Northwest, located in Seattle Washington, with 5000 employees, 400 physicians, 336 bed hospital, and 9 regionally located out patient clinics.

Quality Domains – Effectiveness, Efficiency, Safety, Timeliness,

Current Activities – Promotional

In last quarter, presentations made to Maine Health Management Coalition and Lehigh Valley Business Coalition. History of this HPPI is well known and this is the collaboration from which the concept of HPPI's developed.

Results to Date

- Reduction in cost for non-indicated MRI's for LBP for Aetna members from \$10,000 Q2 06 to 0\$ Q1 07
- MRI for Headache at 50% rate of rest of Washington provider network

Next Stage

Development of additional value streams for sinusitis, musculoskeletal joint pain, abdominal pain, and collaborate with Aetna on product specifications for value based purchasing. In addition, Virginia Mason Production System methodology serving as model for Aetna based CME program on process improvement.



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Six Lessons from Our Work at Virginia Mason

1. 50% of health care costs may be avoidable
2. Perverse payment system and separation of buyer and seller create cycle of rising cost
3. Applying tools collaboratively improves quality, access, satisfaction and reduces cost
4. Reliability requires mistake-proofed systems
5. Alignment of reimbursement with value is key
6. Virginia Mason model is self-funding and will elicit cycles of less cost and greater value



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2005 NCQA Annual Report

"This report explains why even greater efforts to work together – exemplified by Aetna and Virginia Mason Medical Center – are essential if we are to create the kind of health care system we all want and deserve."

Margaret E. O'Kane, President,
NCQA



Driving
Improvement
Opportunities



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MaineHealth Northeast Region

Facility

A consortium of hospitals, home care agencies, physicians, long-term care facilities, public health and health administration professionals, and providers of clinical support such as laboratory services and administrative support such as group purchasing serving Southern Maine.

Quality Domains

Safety – Initiative focuses on compliance with medications

Patient Centered – Community is the target of the initiative

Effective and Efficient – Interventions targeted at patients with diabetes and ischemic heart disease

Current Activities – Operational

Several activities underway including Pharmacy Formulary compliance, improved response rate to Care Considerations, Patient Centered Medical Home, Minimally Invasive Surgery, and treatment of back pain.

Results to Date

Patients identified and payment structure in place to reimburse for telephonic management of these patients

Back Pain data is in the process of being examined.

Next Stage - Promotional - results will be shared externally

In addition, HPPI activities will enhance Aetna's bid as carrier for Maine Health health care coverage in 2008.



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Crozer Keystone Health System

Mid-Atlantic Region

Facility

Dominant health system in Delaware County Pennsylvania serving a population of over 1,000,000 people.

Quality Domains – Safety, Effectiveness, Patient Centered

Current Activities

 – Operational

Change in baseline practice and improve quality metrics for AMI, CHF, Ventilator Associated Pneumonia, and ICU Safety. Promote evidence-based practice resulting in improvements in performance in ICU Safety and cardiac care. Establish financial rewards for demonstrated improvements. These activities incentivized by hospital P4P program.

Results to Date

Reconciled results of first measurement period with institution of financial reward reflecting achievement of 75% of available reward.

Next Stage

 - Promotional - results will be shared externally.

Leverage program to enhance relationship with health system. Share credit for program with health system in local publicity.



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Vanderbilt University

Medical Center

Southeast Region

Facility

Large integrated delivery system in Nashville, Tennessee. A current Aetna and Active Health Management customer.

Quality Domains - Safety, Timeliness, Patient Centric, Effectiveness

Current Activities

 – Operational

Activities underway include sharing data from the Aetna Health Profile data base and sending AHM Care considerations to Vanderbilt. Initial goal is to identify patients at risk for more intense collaborative case and disease management by Aetna and Vanderbilt clinicians.

Results to Date

 - TBD

Next Stage

Continue to build the operational linkages between Vanderbilt clinicians and Aetna clinicians who will be co-managing high risk cases identified. From the cases identified via the current informatics data exchange, target larger scale collaborations around specific disease entities where there appears to be large enough populations around which to design evidenced based interventions.



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St. Luke's Hospital System

Southwest Region

Facility

Large integrated delivery system serving Houston for 5 decades. Includes the Texas Heart Institute, St. Luke's Episcopal Hospital in the Texas Medical Center, St. Luke's Community Medical Center-The Woodlands, St. Luke's Health Charities, St. Luke's IPA, and the Kelsey-Seybold Clinic. 912 licensed beds, 48 operating rooms, 157 ICU beds. Largest Houston charity devoted to health. The system also has cross border due diligence in progress as well as international services available.

Quality Domains – Effectiveness, Efficiency

Current Activities

 – Operational

Inpatient and ambulatory management of adult patients with congestive heart failure (CHF) and/or chronic renal failure (CRF) with emphasis on decreasing readmissions and increasing rate of the appropriate use of evidenced based cardiovascular medications.

Results to Date

 - TBD

Next Stage

Collateral project will be a subset comparison of outcomes of patients with CHF/CRF cared for by the four major home health agencies contracted by SLH. Involvement of several NA plan sponsors in Houston. Enlist involvement of several SHB Plan Sponsors in Houston including: Harris County and Harris County Hospital District, Houston Independent School District, Group One Automotive, Anadarko, Chevron Phillips, Exxon Mobile, Continental Airlines and Texas Children's Hospital.



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Advocate Health Care

North Central Region

Facility

Largest integrated health system in Chicago and Northern Illinois region.

Quality Domains - Effectiveness and Safety

Current Activities – Identification

Performance improvement activity focused by AHM Care Considerations. Goal is to improve current resolution rate of 70.5% for all levels of Care Considerations attributed to Advocate physicians.

Results to Date

Resolved technical details for electronic data transfer from Aetna to Advocate Health; established baseline rates.

Next Stage

Operationalize program with regular (monthly) feed of care considerations. Work with Advocate to analyze how they can use care consideration data to enhance their chronic disease registry program. Measure impact (care consideration resolution rate compared to baseline).



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Palo Alto Medical Foundation

West Region

Facility

The Palo Alto Medical Foundation for Health Care, Research and Education is a not-for-profit health care organization that is a pioneer in both multi-specialty group practice of medicine and outpatient medicine. The foundation has three health care divisions: the Palo Alto Division, the Camino Division and the Santa Cruz Division.

Quality Domains – Effectiveness, efficiency, safety

Current Activities – Operational

All Chiefs of Surgery have efficiency as a standard performance metric at Camino Division.

Results to Date

Demonstrated early savings in Otolaryngology management, Urologic care of specific conditions streamlined, new guidelines for care under evaluation in Cardiology, Internal Medicine and Obstetrics and Gynecology.

Next Stage - Promotional - results will be shared externally

Extending work to sister divisions, Palo Alto Medical and Santa Cruz.



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Cedars-Sinai Medical Center

Los Angeles, California

Facility

Largest private integrated delivery system in the Los Angeles area with more than 2000 physicians in all medical specialties.

Quality Domains – Safety, Patient Centric, Effectiveness, Timely, Efficiency

Current Activities – Operational Stage

- Optimize generic drug prescription (effective, patient centric)
- Rationalize use of high-tech imaging (efficiency, safety)
- Appropriate use of NICU (safety, efficiency)
- Appropriate post-partum hospital confinement (safety, efficiency, effectiveness)

Results to Date

Generic prescription rates for antidepressants increased from 50% to 60% , and rates for statins increased from 16% to 50%, in the first 12 months following implementation. CT and MRI rates decreased by 27% from Q206 to Q207.

Next Stage - Promotional - results will be shared externally




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Aetna & Sharp HealthCare Framework for Collaboration

Where: 8695 Spectrum Center Blvd, San Diego
 Date: January 8, 2008
 Time: 10:00 am-11:30 am
 Meet Me Conference Number: 860-807-0503 ID 3960




Targeted Regional HPPI Quality Domains

HPPI	Safe	Patient Centered	Effective	Timely	Efficient
Northeast:					
Partners in Care					
MaineHealth					
Mid-Atlantic:					
Crozer Keystone Health System					
Doylestown Hospital					
Southeast:					
Kid's First					
Bay Care Hospital System					
Vanderbilt Univ. Medical Center					
Southwest:					
St. Luke's Hospital System					
Texas Children's Hospital					


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Targeted Regional HPPI Quality Domains

HPPI	Safe	Patient Centered	Effective	Timely	Efficient
North Central:					
Advocate					
MNS					
American Society of Clinical Oncologists					
West:					
Palo Alto Medical Foundation					
Sutter					
Cedar's-Sinai Medical Center					


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Obstacles To Change

1. For Providers
Standardizing Best Practice Care
2. For Health Plans
Aligning Reimbursement With Value
3. For Plan Sponsors
Directing Employees To Best Care

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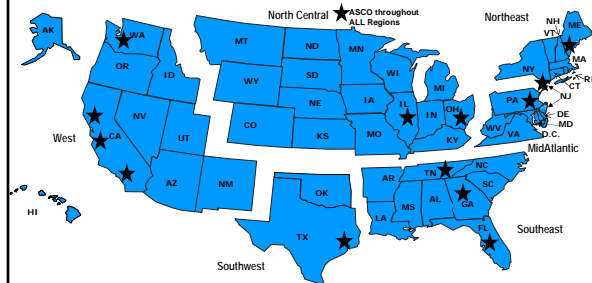
There is no security on this earth.
Only opportunity.

-MacArthur

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HPPI'S View by Region and State



★ Areas where HPPI's are occurring



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