



POINTS TO CONSIDER

Creating and Deploying Powerful Information Through Technology and Analytics

Population health management (PHM) as a term serves as a helpful starting point to describe the evolution of care delivery underway. Care delivery is transitioning from a system built around the reactive treatment of illness — with payment based on volume of services provided — to one that prioritizes the proactive care of chronic disease and active advancement of health and wellness — with a payment model that supports those goals. These emerging care and payment models have the potential to truly transform health and healthcare delivery. Yet, the journey towards value-based care is not without challenges and risks. As healthcare organizations navigate this evolving and uncertain terrain, they need an integrated approach that is guided by an overarching vision and aligns clinical, operational and financial models.

Part of this integrated approach is creating and deploying powerful information through technology and analytics. In order to do so, there are three key principles to follow:

- 1 Clarifying the PHM Aspirations**
 - Defining the organization's strategic priorities, goals and operating model before investing significant time and resources into the IT platform
- 2 Rigorously Assessing PHM IT Capabilities**
 - Evaluating the IT platform's ability to integrate data from disparate sources, stratify patient populations and translate information into actionable insight
- 3 Developing a Comprehensive yet Flexible Investment Roadmap**
 - Crafting a multi-year investment and development plan that accounts for a rapidly evolving technology landscape and changes in PHM priorities

Healthcare organizations must first define their strategic priorities, goals and operating model before investing significant time and resources into the IT platform. Then, using their strategic priorities as a starting point, organizations can articulate business requirements and IT requirements, such as in the example below:



Having defined priorities for the population health management IT platform, the next step entails conducting an assessment of capabilities and gaps across core competency areas, including the following eight key areas:

Competency	Definition
1. Data Sharing, Governance and Standards	Data sharing and use agreements in place; data governance policies and oversight structure in place to ensure common data architecture, management and data use cases
2. Data Aggregation and Integration	Consolidated data repositories to support integrated analytics needs; extraction, normalization and transformation of data from claims, clinical and financial systems
3. Innovation and New Technology	Defined processes and capabilities to assess new technology to support business innovation
4. Patient Attribution and Risk Stratification	Ability to identify and attribute individuals within a defined population and stratify defined populations based on risk
5. Operational Analytics and Performance Management	Systems in place to measure, collect, track and analyze quality, cost and utilization data across the care continuum

Competency	Definition
6. Decision Support and Team Communication	Adoption of toolsets and expertise to convert data and information into shared knowledge that is communicated across care teams to support clinical, financial and operational decision making
7. Financial Management	Processes and tools to support PMPM cost accounting, value-based payments, shared savings accounting and distribution
8. Patient and Member Engagement	Tools and workflow capabilities to actively engage members in care management and health and wellness activities

Once IT requirements are known, a multi-year roadmap for implementation can be created.

FOR MORE INFORMATION

Please contact us to discuss creating and deploying powerful information through technology and analytics to support your organization's population health journey. Our population health management advisory services are supported by a broad group of firm leaders, including:



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