AMCP Partnership Forum

A Roadmap for Managing Total Cost of Care through Medical and Pharmacy Data Integration

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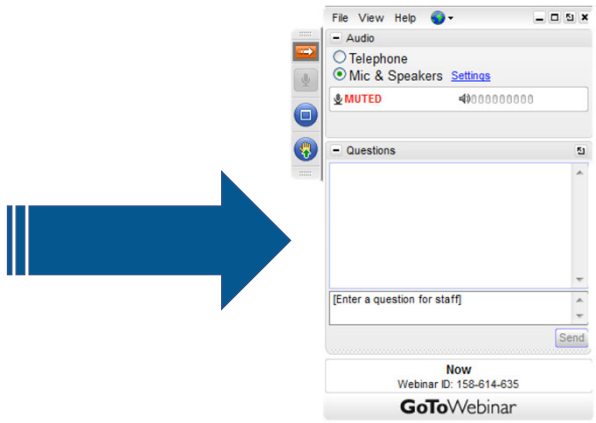
How to Ask Questions



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Welcome

Afton Wagner
Director, Regulatory Affairs
Academy of Managed Care Pharmacy

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AMCP Partnership Forums
Collaboration for Optimization

The live, hands-on AMCP Partnership Forums bring key decision-makers in managed care, integrated care, the pharmaceutical industry, and others together to discuss and collaborate on tactics and strategies to drive efficiencies and outcomes in integrated care and managed care.

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Partnership Forums…

- **Proactive, collaborative approach** to solving important issues and challenges
- **Provide a voice** to all stakeholders
- **Gain consensus** on tactics to address a key challenge or opportunity, as well as how to **remove barriers** to improve patient care and optimize expenses
- Represent opportunities for payers, manufacturers, and other stakeholders to **work together on common goals and interests**
- **Have high visibility** among industry stakeholders and policy-makers
- Bring individuals and organizations with different priorities together to **find common ground and actionable results**

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Past Forum Results

- **The Pharmaceutical Information Exchange Act (PIE Act)**
- **"Patient Reported Outcomes** - The Missing Link to Defining Value" developed much needed definitions and parameters on using this important metric to determine value in care
- **Value-Based Contracting Forum** - Resulted in a consensus definition that will help advance this important model
- **AMCP's Biologics and Biosimilars Collective Intelligence Consortium** (BBCIC) - Is the only organization actively engaged in post-marketing surveillance of biologics and their corresponding biosimilars.

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LEADING CHANGE

On health care issues that are important to you

Live and hands-on, AMCP Partnership Forums, bring together key decision-makers in managed care, integrated care, the pharmaceutical industry, and others to drive efficiencies and outcomes in managed care.

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2019 Partnership Forums

2019 Forum Topics:

1. Pharmacy and Therapeutics (P&T) Practices: What's Next?
2. Optimizing Prior Authorization for Appropriate Medication Selection.
3. Digital Therapeutics: What are they and Where do they Fit in Pharmacy and Medical Benefits?
4. What's Next for Specialty Medication Benefit Design and Reimbursement?

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Our Faculty

Kevin Boesen, Pharm D
Founder and Chief Executive Officer SinfoniaRx

Catherine Starner, PharmD, BCPS, Sr Principal, Health Outcomes Consultant Prime Therapeutics

John Cai, MD, Executive Director, Real-World Data Analytics and Innovation, Merck

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Agenda

- The Need for Health Care Data Integration
- Forum Findings and Recommendations
- Q&A
- Next Steps and Action Items

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Data Integration and Value

- Define and Reward Value
- Assess Clinical Outcomes
- Track Utilization Patterns
- Manage and Direct Resources
- Support Coordinated Care
- Inform Benefit Design
- Population Health Management
- Patient Engagement

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Forum Goals

Develop a road map for managed care entities interested in:

- Identify organizational best practices that support managing the total cost of care.
- Manage medications across the spectrum of health care, regardless of whether the medications are covered by a medical or pharmacy benefit.
- Use health IT and other innovations to streamline access to information and data.

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Barriers Facing Data Integration: AMCP Survey Results

- Coding differences between pharmacy and medical data
- Lack of access to real time data
- Lack of sufficient data standardization
- Costs for implementing data integration technology
- Plan sponsor benefit carve outs
- Lack of access to specific data sets
- Lack of experience with data integration or data warehouses
- Privacy and security requirements
- Lack of a supportive business or regulatory environment
- Issues with health information exchanges

Targeted AMCP member survey conducted August 2018. N= 67

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Roadmap Development

- Four Functional Areas
  - Areas MCOs must address to achieve data integration
- Recommended strategies
  - Key tactics to achieve recommendations
- Common Implementation Challenges
  - Strategies to address challenges

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Four Functional Areas

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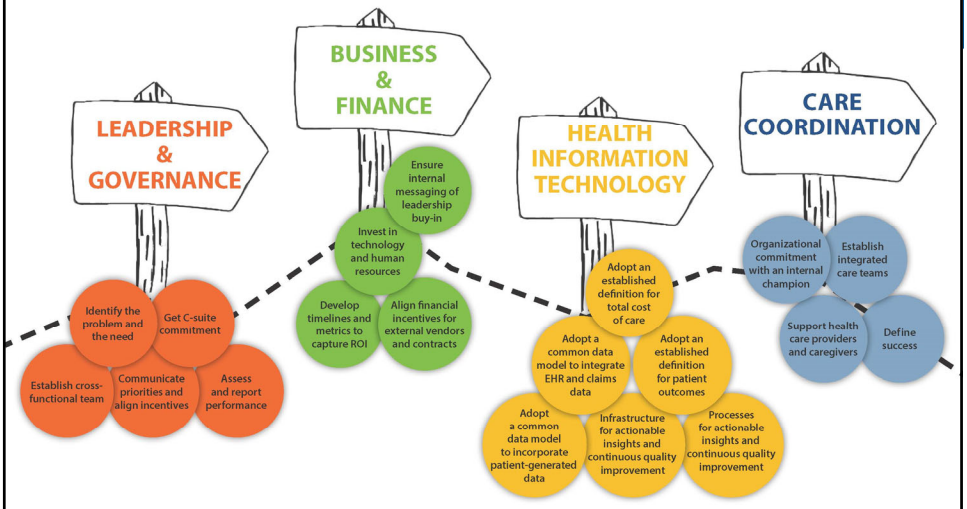
ROADMAP: *Managing Total Cost of Care Through Health Care Data Integration*



This image was modified from the original artwork, which is available online at http://www.amcp.org/Sept2018PartnershipForumVisualSummary.pdf

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Leadership and Governance Goals

- Establish organizational priorities, policies and procedures that ensure organization-wide commitment and buy-in to addressing the total cost of care.
- Department structures and employee roles are supported by clear expectations and resource commitments to enable the goal of addressing the total cost of care.

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Leadership and Governance Strategies and Tactics

Strategies	Tactics
Identify the problem and describe why the organization needs to address it	• Create a business case • Identify risks and opportunities • Prioritize short-term and long-term goals
C-suite commits to pursue a strategic plan that is focused on value and defines expected outcomes	• Set a vision • Confirm the financial commitment • Identify the short-term and long-term expected outcomes
Create a cross-functional team, including its structure, leadership, and approach to data governance	• Identify steering committee membership and accountability • Define roles and responsibilities • Identify staffing needs and champions to do the work
Communicate priorities and align incentives with internal and external stakeholders	• Identify internal and external stakeholders • Seek input and provide education • Identify and address barriers to incentives • Align short-term and long-term goals
Assess and report performance	• Define key performance indicator metrics • Set realistic timeframes • Keep internal and external stakeholders informed

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Leadership and Governance Challenges

Challenges	Strategies to Address Challenges
• Time lag for data access and adjudication, particularly for medical data • External environment of mergers and acquisitions • Benefit carve-outs (e.g., mental health, specialty) • Internal and external capabilities for data consumption or management • Misaligned incentives • Resources, personnel limitations or skills/qualifications, partners • Data rights	• "Yelp" for healthcare • More transparency for cost of care information for all stakeholders, including patients • Have discussions with vendors early • Creating key partnerships where needed • Change management best practices

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Business and Finance Roadmap Goals

- Ensure that goals for financial stewardship and profit margins take into consideration the impact to total cost of care
- Align strategies, initiatives and business practices are aligned across the organization, clients and/or other relevant entities to encourage the evaluation of how decisions for benefit design or product offerings impact total costs for patient care as a whole

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Business and Finance Strategies and Tactics

Strategies to Achieve Goals	Key Tactics to Achieve Goals
Leadership buy-in and socializing the message internally for consistency	• Develop a business case through market assessment • Develop internal messaging on importance to stakeholders • Listen to our clients and their needs regarding total cost of care
Invest in technology platforms and human resources to support total cost of care integration	• Assess currently available tools, data and resources • Identify needs for tools, data, and human resources. • Develop job descriptions and hire new talent if needed • Redirect the budget based on identified resource needs
Align financial incentives with external vendors to total cost of care approaches and collaboration contracts	• Determine key stakeholders early in the process and assess how they will manage potential change • Conduct pilots to test new programs • Negotiate new contracts as needed
Develop timelines and metrics for return on investment for the business case	• Outline expected timeline for ROI • Develop different metrics for different stakeholders • Use an iterative process

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Business and Finance Challenges

Stakeholder Challenges	Strategies to Address Challenges
All MCOs: • Competing priorities within an organization and within a group of organizations • Technology platform differences across organizations • Limited budgets and silos	• Government programs, ACO, Medicaid programs have explored models that may be helpful in other segments • Risk pools to mitigate the unknown • Bring key stakeholders to the table • Align incentives to align outcomes • Keep the patient at the center
Third party entities (PBM, MTM provider): • Lack of access to data which requires the purchase of specific data sets (e.g. lab)	
Health Plans: • Need to manage multiple client needs and expectations– not all may desire total cost of care information. • Multiple lines of business with different needs and regulations	
Other Managed Care Settings: • High investment health IT program with longer-term outcomes • Over standardization of documentation in EHRs diminishes the value of the unique narrative data about the specific patient for attending clinicians	

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Health IT Roadmap Goals

- Use the most efficient technological means to access available data sources necessary to evaluate how organizational processes and/or services impact total cost of care and patient outcomes.
- Establish processes to enable evaluations of both pharmacy and medical benefit information to inform delivery of care.

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Health Information Technology Strategies and Tactics

Strategies to Achieve Goals	Key Tactics to Achieve Goals
Adopt an established data definition for total cost of care (TCC)	• Confirm leadership's needs, organizational objectives, and timelines • Create a cross-functional team to adopt definitions for TCC and relevant patient outcomes
Adopt an established definition for patient outcomes	• Perform a gap analysis of organization-owned or accessible datasets to capture TCC and patient outcomes • Develop a business plan for leadership, outlining steps to close gaps in data, health IT infrastructure and expertise to access all necessary datasets • Institute proof of concept pilot process with a subset of business partners to test and confirm ROI • Establish data use agreements and contracts that ensure real-time access to information • Ensure appropriate controls and safeguards to access information
Adopt a common data model to integrate EHR and claims data	• Identify expertise to lead a "build or buy" analysis • Identify and communicate health IT resources, analytics, and training needs • Ensure internal capabilities to secure the data • Establish interoperable connections to access data at the source to ensure actionable insights

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Health Information Technology Strategies and Tactics Continued…

Strategies to Achieve Goals	Key Tactics to Achieve Goals
Adopt a common data model to incorporate patient-generated data	• Confirm leadership's needs, organizational objectives, and timelines • Create a cross-functional team to adopt definitions for TCC and relevant patient outcomes
Build, maintain and optimize infrastructure to support actionable insights and continuous quality improvement	• Perform a gap analysis of organization-owned or accessible datasets to capture TCC and patient outcomes • Develop a business plan for leadership, outlining steps to close gaps in data, health IT infrastructure and expertise to access all necessary datasets • Institute proof of concept pilot process with a subset of business partners to test and confirm ROI • Establish data use agreements and contracts that ensure real-time access to information • Ensure appropriate controls and safeguards to access information

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Health Information Technology Challenges

Stakeholder Challenges	Strategies to Address Challenges
• Patient matching • Data gaps • Data Interoperability • Partnership Management • Incorporate EHR other unstructured data • Lack of longitudinal data • Analytics – lack of foundational skills and overwhelmed by Big Data • Patient centricity	• Deterministic matching • Universal patient identifier • Prioritization of gap analysis • Be able to consume data in its existing format • Involvement with standards development (HL7/FHIR, NCPDP) • Align incentives • Share risk • Shared decision making • Implement structured data and capture • Machine learning/natural language processing. • Cohort comparison • Mobile health devices

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Care Coordination Goals

- Optimize individual and population patient outcomes by using all tools and services available to manage patient care.
- Access to and provision of benefits and services are evidence-based and cost-effective.

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Care Coordination Strategies and Tactics

Strategies to Achieve Goals	Key Tactics to Achieve Goals
Organizational commitment with an internal champion	• Identify the key stakeholders • Empower a champion with an executive sponsor to remove barriers • Link the program to the organizational priorities and goals • Create a business plan with resources, resource commitments, and outline the process
Integrate care teams that touch all aspects of the patient's care	• Identify the care teams and roles, and gaps and leader • Training and coordinating patient focused communication • Create visibility of accessible data into care team workflow • Engage the patient and care team in shared decision making
Identify and support the health care provider and care giver	• Understand their role in decision making • Create a line of communication between caregiver and care team • Educate caregiver
Define success	• Define meaningful outcomes, how to measure, and timing • Align the outcomes with the mission, vision, and core values • Mitigate avoidable consequences through a CQI process
Identify & support caregiver	• Understand role in decision making • Create line of communication to care team • Educate and provide resources

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Care Coordination Challenges

Challenges	Strategies to Address Challenges
• Siloed environment, both internally and externally with vendor partners • Need a leader/champion • Lack of awareness of importance of clinical data • No direct access to EHR for some members of the care team • Hard to find qualified staff • Absence of a caregiver • Lack of health literacy • Multitude of metrics around satisfaction, cost, and quality • Managing patient/family expectations • Educating patient/family on health care data • Cost of network/specialty services is often unknown and lack of understanding of benefits	• Interdisciplinary teams • Training to support teams to provide professional development, internal promotion, and ongoing reinforcement • Design training programs to promote internally • Create training programs for professional development • Keep measurement simple • Shared decision making supported by appropriate data/information

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Summary

- Benefits of enhanced Data Integration include improved ability to manage total cost of care, quality of care measures, and population health outcomes.
- Innovative health care organizations, particularly those that are at risk for total cost of care and quality, have begun to implement systems and practices that facilitate the use of data analytics to better inform care.
- Technological, regulatory, financial, and organizational culture barriers hinder more widespread use of such systems.

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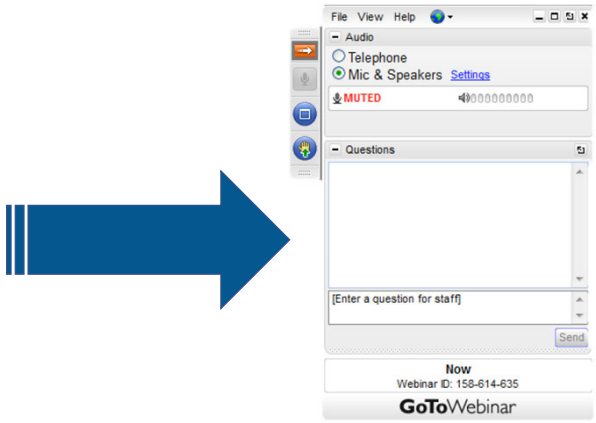
Reminder: How to Ask Questions During the Webinar



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Next Steps

Forum Proceedings are Available: *Journal of Managed Care & Specialty Pharmacy* 2019;25(3):292-99

Upcoming Partnership Forum Webinars

- (June 11, 2019) Building the Foundation for Patient Reported Outcomes: Infrastructure and Methodologies
- (July 10, 2019) Integrated Delivery Networks' Role in Value-Based Agreements for Pharmacy and Medical Benefits

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Thank You!

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