
**THE DARTMOUTH INSTITUTE
FOR HEALTH POLICY & CLINICAL PRACTICE**



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ACO Formation: Leading the
Transition to New Models of Care

Lessons Learned from Early Efforts to
Implement ACOs

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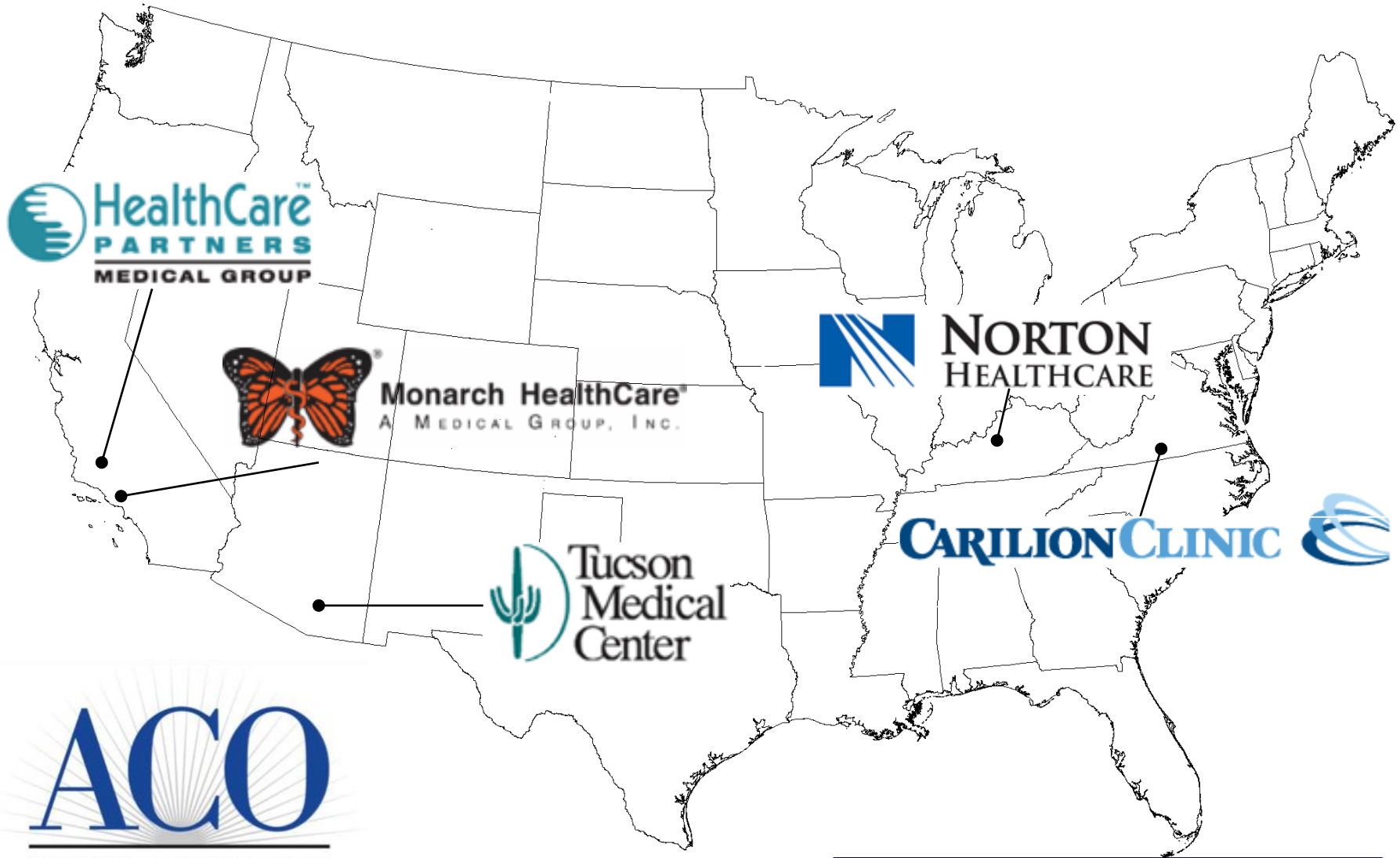
The Dartmouth Institute for Health Policy & Clinical Practice

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Brookings-Dartmouth ACO Pilot Program

- **ACO Pilot Site program started in 2009**
 - Part of the Brookings-Dartmouth ACO Learning Network
- **Purpose: Advance development of the ACO model**
 - Develop a private-payer approach to ACOs
 - Demonstrate to Congress private sector support
 - Establish common requirements and performance measures
- **Requirements**
 - Payer partner and 5-year commitment
 - > 15,000 commercial and 5,000 Medicare patients
 - Develop a global per capita shared savings model
 - Collect standard performance measures

Brookings-Dartmouth ACO Pilot Sites



ACO

ACCOUNTABLE CARE ORGANIZATION
LEARNING NETWORK

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Pilot Site Evaluation: Methods

- **Purpose**

- Understand how organizations seek to progress from traditional payment models toward the ACO model

- **Multi-day site visits in Spring 2011**





- Four of the Brookings-Dartmouth ACO pilot sites
- Interviewed site leaders and physicians (N=111; 17-34 per site)
- Observed meetings, sites, and reviewed documentation

- **Interview focus**












- History and approach to ACO development
- Capabilities that facilitated delivery of accountable care
- ACO contract and infrastructure
- Strengths leveraged and challenges mitigated in implementation

- **Developed case studies; cross-site comparison**

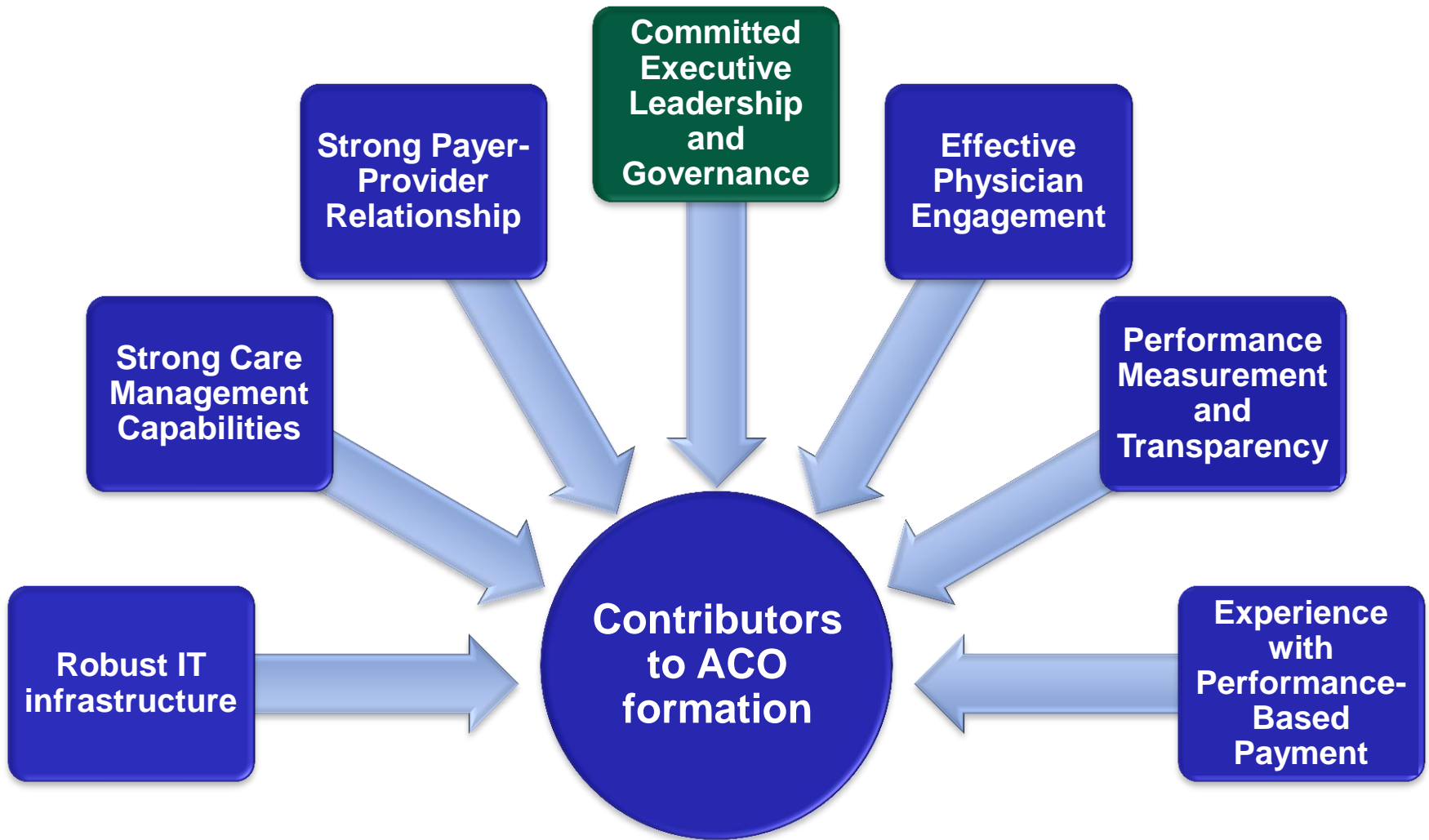
Provider Group Characteristics

	Organizational Structure	Patients Served Annually	Physicians Employed	Physicians Affiliated	Hospitals Owned
	Integrated Delivery System	444,261 unique patients	475 primary care and specialists	N/A	5 Hospitals
	Medical Group/ IPA	675,000 commercial, MA, Medicaid	200 primary care 500 specialists	1,000 PCP 1,400 specialists	None; 20 Affiliated Hospitals
	Community-Based Hospital System	~35,000 inpatient 175,000 outpatient visits	16 primary care	800 PCP and specialists	1 Acute Care, 1 Mental Health
	Independent Practice Association (IPA)	178,300 commercial, MA and Medicaid	40 multi-specialty	760 PCP 1,470 specialists	None; 18 Affiliated Hospitals

Approaches to ACO Development Varied

	Private Payer Partners	MSSP Pioneer	Approach to ACO Development	ACO Pilot # of Patients	ACO Pilot Physicians
			Integrating Accountable Care into existing delivery system	~7,000 Norton and Humana employees	PCPs: 170 Specialists: 71
			Building on a foundation of global risk management and coordinated care	~50,000 commercial PPO patients	PCPs: 1,000 Specialists: 1,700
			Community hospital aligning independent physicians and stakeholders	~31,000 MA and commercial PPO patients	PCPs: 55 Specialists: 35
	TBD		Leveraging experience in population health management and coordinated care	~30,000 commercial PPO patients	PCPs: 500 Specialists: None

Success Factors: ACO Formation



Additional Resources

Case Studies

HealthCare Partners: Building on a Foundation of Global Risk Management to Achieve Accountable Care

<http://www.commonwealthfund.org/Publications/Case-Studies/2012/Jan/HealthCare-Partners.aspx>

Monarch HealthCare: Leveraging Experience in Population Health Management to Attain Accountable Care

<http://www.commonwealthfund.org/Publications/Case-Studies/2012/Jan/Monarch-HealthCare.aspx>

Norton Healthcare: A Strong Payer-Provider Partnership for the Journey to Accountable Care

<http://www.commonwealthfund.org/Publications/Case-Studies/2012/Jan/Norton-Healthcare.aspx>

Tucson Medical Center: A Community Hospital Aligning Stakeholders for Accountable Care

<http://www.commonwealthfund.org/Publications/Case-Studies/2012/Jan/Tucson-Medical-Center.aspx>

Synthesis Report

Four Health Care Organizations' Efforts to Improve Patient Care and Reduce Costs

<http://www.commonwealthfund.org/Publications/Case-Studies/2012/Jan/Four-Health-Care-Organizations.aspx>