

2013 Healthcare Benchmarks

Accountable Care Organizations

Third Annual Edition

Note: This is an authorized excerpt from *2013 Healthcare Benchmarks: Accountable Care Organizations*.
To download the entire report, go to <http://store.hin.com/product.asp?itemid=4712> or call 888-446-3530.

2013 Healthcare Benchmarks: Accountable Care Organizations

138 healthcare organizations describe how their organization is participating in ACOs, including how many physicians participate in the ACO, supporting reimbursement models, the components of an ACO, the metrics evaluated to measure ACO success, and more.

"Improved performance on a large number of HEDIS® measures up to and above the 90th percentile is [the greatest success achieved to date by our ACO]."

> **PHO**

"[The biggest challenge of ACO creation] was physician buy-in and trust."

> **Multi-specialty physician group**

"The case management of complex/chronically ill patients is our [most effective protocol in use in our ACO]."

> **PHO**

"[The greatest success achieved by our ACO] is our care coordination program."

> **Primary care provider**



2013 Healthcare Benchmarks: Accountable Care Organizations

This special report is based on results from the Healthcare Intelligence Network's third annual industry survey on ACOs conducted in August 2013.

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Table of Contents

About the Healthcare Intelligence Network	7
Executive Summary	7
Survey Highlights	7
Key Findings	8
Program Components	8
Results and ROI.....	8
Greatest ACO Successes.....	8
Methodology	9
Respondent Demographics	9
Using This Report	10
Responses by Sector	11
The Hospital Perspective	12
The Multi-specialty Physician Group Perspective.....	13
Year-Over-Year Survey Data	14
Respondents in Their Own Words	14
Greatest ACO Successes.....	15
Most Effective Tool, Workflow or Protocol	15
Additional Comments	16
Future ACOs.....	16
Conclusion	17
Responses to Questions	18
Figure 1: All - Participating in an ACO.....	19
Figure 2: All - ACO Administration	19
Figure 3: All - Number of Participating Physicians.....	20
Figure 4: All - Providers in ACO.....	20
Figure 5: All - Supporting Healthcare Professionals.....	21
Figure 6: All - ACO Program Participation.....	21
Figure 7: All - Participating Populations.....	22
Figure 8: All - Lives Covered by ACO	23
Figure 9: All - Time Required for ACO Creation	23
Figure 10: All - ACO Components	24
Figure 11: All - ACO Reimbursement Model.....	25
Figure 12: All - Metrics to Measure ACO Success.....	26
Figure 13: All - Quality Measure Sets in Use	27
Figure 14: All - Program ROI	27
Figure 15: All - Program Impact.....	28
Figure 16: All - Biggest Challenge of ACO Creation	29
Figure 17: All - Plan to Launch ACO	30
Figure 18: All - Future ACO Administration	30
Figure 19: All - Future Number of Participating Physicians	31
Figure 20: All - Future Participating Providers.....	31
Figure 21: All - Future Supporting Healthcare Professionals.....	32
Figure 22: All - Biggest Challenge in Future ACO Creation	32

Figure 23: All - No ACO: Biggest Barrier to ACO Creation	33
Figure 24: All - (Poll) Out-of-Network Care for Pioneer ACOs	33
Figure 25: All - Organization Type.....	34
Figure 26: All - Region.....	34
Figure 27: Hospital - Participating in an ACO.....	35
Figure 28: Hospital - ACO Administration	35
Figure 29: Hospital - Number of Participating Physicians.....	36
Figure 30: Hospital - Participating Providers	36
Figure 31: Hospital - Supporting Healthcare Professionals	37
Figure 32: Hospital - ACO Program Participation.....	37
Figure 33: Hospital - Participating Populations.....	38
Figure 34: Hospital - Lives Covered by ACO.....	38
Figure 35: Hospital - Time Required for ACO Creation	39
Figure 36: Hospital - ACO Components	39
Figure 37: Hospital - ACO Reimbursement Model.....	40
Figure 38: Hospital - Metrics to Measure Sets in Use	40
Figure 39: Hospital - Quality Measure Sets in Use	41
Figure 40: Hospital - Program ROI	41
Figure 41: Hospital - Program Impact.....	42
Figure 42: Hospital - Biggest Challenge of ACO Creation	42
Figure 43: Hospital - Future ACOs.....	43
Figure 44: Hospital - No ACO: Biggest Barrier to ACO Creation	43
Figure 45: Hospital - (Poll) Out-of-Network Care for Pioneer ACOs	44
Figure 46: Hospital - Region.....	44
Figure 47: Physician Group - Participating in an ACO.....	45
Figure 48: Physician Group - ACO Administration	45
Figure 49: Physician Group - Number of Participating Physicians.....	46
Figure 50: Physician Group - Participating Providers.....	46
Figure 51: Physician Group - Supporting Healthcare Professionals.....	47
Figure 52: Physician Group - ACO Program Participation.....	48
Figure 53: Physician Group - Participating Populations.....	48
Figure 54: Physician Group - Lives Covered by ACO	49
Figure 55: Physician Group - Time Required for ACO Creation	49
Figure 56: Physician Group - ACO Components.....	50
Figure 57: Physician Group - ACO Reimbursement Model	50
Figure 58: Physician Group - Metrics to Measure ACO Success.....	51
Figure 59: Physician Group - Quality Measure Sets in Use.....	51
Figure 60: Physician Group - Program ROI.....	52
Figure 61: Physician Group - Program Impact	53
Figure 62: Physician Group - Biggest Challenge of ACO Creation.....	53
Figure 63: Physician Group - Future ACOs.....	54
Figure 64: Physician Group - No ACO: Biggest Barrier to ACO Creation.....	55
Figure 65: Physician Group - (Poll) Out-of-Network Care for Pioneer ACOs	56
Figure 66: Physician Group - Region	56

Appendix A: Accountable Care Organizations in 2013 Survey Tool 57
About the Contributor..... 60



About the Healthcare Intelligence Network

The Healthcare Intelligence Network (HIN) is an electronic publishing company providing high-quality information on the business of healthcare. In one place, healthcare executives can receive exclusive, customized up-to-the-minute information in five key areas: the healthcare and managed care industry, hospital and health system management, health law and regulation, behavioral healthcare and long-term care.

Executive Summary

The number of accountable care organizations led by a physician-hospital organization (PHO) nearly doubled over the last year, according to the third annual ACO survey conducted by the Healthcare Intelligence Network. As the ACO model finds its feet, administration has changed hands from hospitals in 2011 to physician-led in 2012 to PHOs in 2013 — a year when the number of public and private ACOs in the country swelled to almost 500. Almost one in three ACOs is PHO-led.

Composition of the popular care delivery model is shifting as well, with hospice, long-term care and home health exhibiting more skin in the ACO game in 2013. For example, the number of ACOs with hospices more than doubled in the last 12 months — from 19 percent to 42 percent.

After several years in the ACO trenches, healthcare companies are more realistic about the time needed to solidify the ACO. One-fifth recommend more than two years for ACO construction, versus the 5 percent who suggested a 24-month window in 2012. Today's ACO is larger, with 39 percent comfortably accommodating 5,000 to 9,999 lives (versus 24 percent reporting ACOs of this size one year ago).

Survey Highlights

- ✓ The numbers of existing and planned ACOs continue to rise from 2012 to 2013.
- ✓ More ACOs include the uninsured in 2013 — from 5 percent in 2012 to 14 percent this year.
- ✓ About 62 percent of ACOs offer a patient portal to its membership, a new metric identified by the 2013 survey.

34% of survey respondents are participating in an ACO.

“Since integrating embedded case management with the ACO, we have cut our 30-day readmissions at our hospital by 50 percent.”

Using This Report

This benchmarking report is intended as a resource for healthcare organizations searching for comparable data and means to measure implementation and progress. It is also a helpful planning tool for organizations readying initiatives in this area.


The initial charts and graphs presented represent results from all respondents; images in subsequent sections depict data from high-responding sectors. (Figure titles begin with the segment they represent; for example, All, Health Plans, Hospitals, etc.)

Often, one of the largest responding sectors is composed of respondents identifying their organization type as “Other.” In general, we do not depict results from this segment because it represents a wide range of organization types, including consultants and product vendors. However, you will always find a graph indicating the demographics of respondents.

Here are some additional tips for using this report:

- ✓ See how you measure up: Scan this report for your sector, and see how your program compares to others. Note where you are leading and where you are behind.
- ✓ Evaluate your efforts: Think about where you have been focusing your efforts in this area. Look for trends in the data in this report. Look for benchmarks set by your sector and others.
- ✓ Set new goals: Use the data in this report to set new goals for your organization, or to raise the bar on existing efforts.
- ✓ Use it as a reference book: Keep this report accessible so you can refer to it in your work. Use these data to support your efforts in this area.

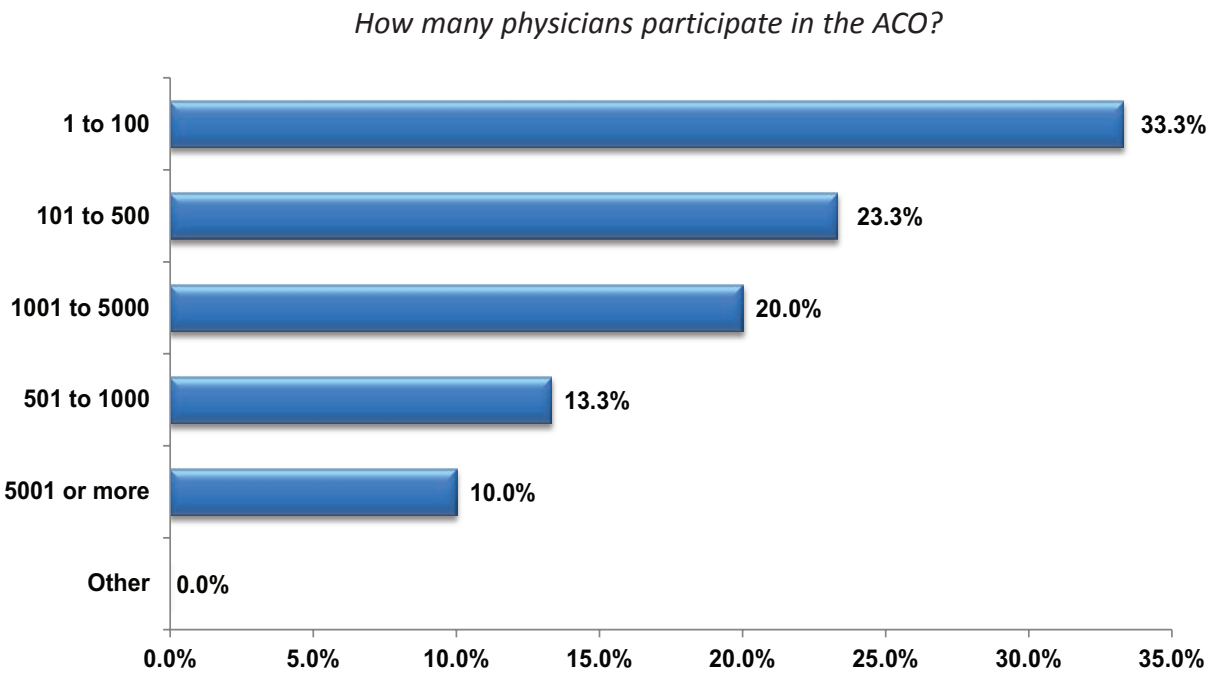
If you have questions about the data in this report, or have feedback for our team, don't hesitate to contact us at info@hin.com or 732-449-4468.



10,000 or more lives are covered by the ACO, say half of survey respondents.

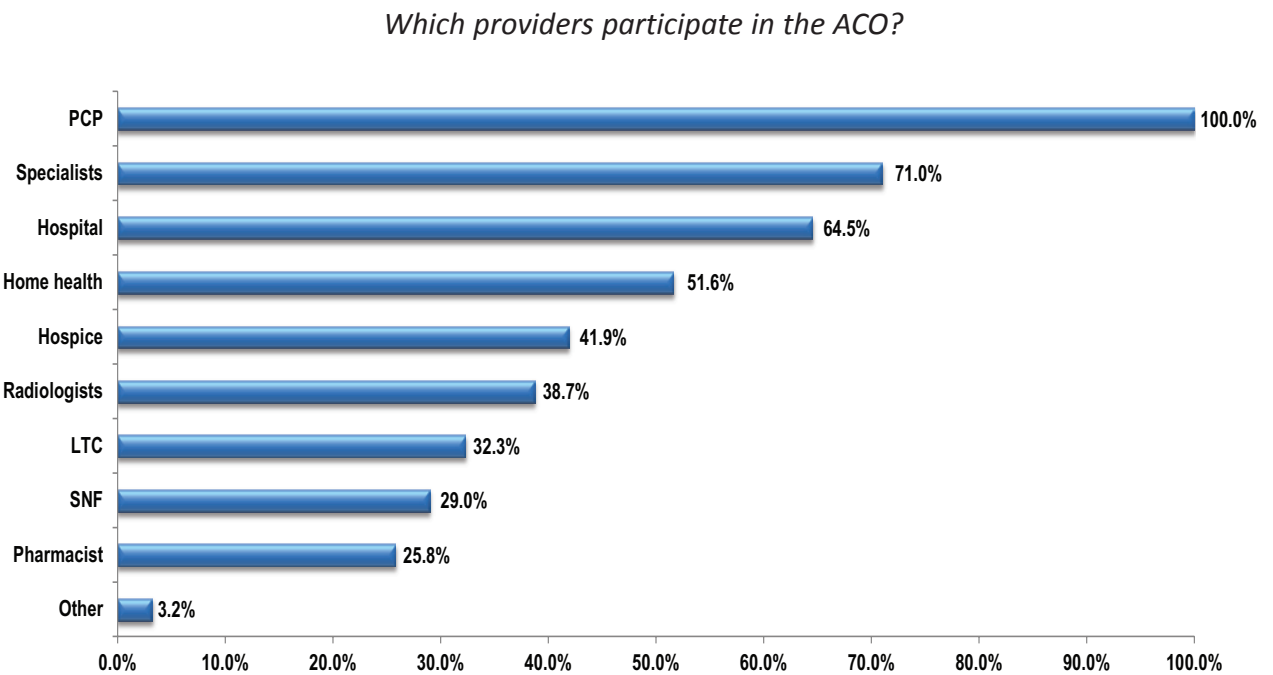
“We have over a dozen physician specialties participating in our ACO.”

Figure 3: All - Number of Participating Physicians



*HIN ACOs in 2013 Survey
August, 2013*

Figure 4: All - Participating Providers



*HIN ACOs in 2013 Survey
August, 2013*