



**GREENVILLE
HEALTH SYSTEM**

Value-Based Care IT Consulting

"As a core partner and vendor, VOV has supported our efforts to develop a Population Health strategy that resulted in improved efficacy and significant shared savings."

Angelo Sinopoli, MD
VP of Clinical Integration & CMO

Executive Summary

In 2012, VOV began its long-term partnership with Greenville Health System (GHS) and, over the past five years, developed a trusted advisor relationship through strategic and operational insight into value-based care IT decisions. What first started with a focused technology assessment of the Accountable Care Network's capabilities to manage a clinically-integrated network eventually led to multiple engagements that covered multiple vendor RFP and selections for population health technology, contracting support, Meaningful Use 2 attestation, data integration, and IT operations. In coordination with system-wide changes, these efforts led to millions of dollars in shared and operational savings. While advocates for VOV's value span the GHS organization, VOV

continues to provide business and technical advisory services to GHS, CCI, and MyHFN senior leadership as the organization expands its footprint in the Southeast region.

GHS Profile

Located in Greenville, South Carolina, GHS is a 1,500-bed health system that includes seven hospitals and over 100 outpatient sites encompassing affiliated practices, outpatient facilities, and long-term care. Key affiliations include the Care Coordination Institute (CCI) and My Health First Network (MyHFN). As a 50/50 partnership with GHS, CCI represents the Population Health reporting service for the Medicare Shared Savings Program (MSSP), and MyHFN is the clinically-integrated entity created to manage the MSSP contract on behalf of GHS and other statewide organizations.

Challenges

In 2013, the concept of Clinical Integration and its technology requirements was new to healthcare organizations, and GHS was no exception. Driven by the Triple Aim and the goal of achieving shared savings under the MSSP contract, GHS needed real-time data exchange, a longitudinal record for each patient, the ability to analyze claims data and other sources, and optimized workflow of providers and other care team members. With the then current state of IT systems, GHS was operating with disparate data sources, insufficient analytics, and were challenged with getting the right information to the right stakeholders at the right time.

Approach



As the team that built the second FTC-approved clinically integrated network, VOV brought hands-on experience to GHS, CCI, and MyHFN that helped evolve their IT infrastructure to be successful in a value-based care delivery model. During the first phase of work, VOV assessed and developed a business and operation plan that would address both short and long term needs of current and future IT systems. Once baseline understandings were established, the second phase of work included the evaluation, selection, and implementation of:

- An HIE module with longitudinal medical record, Clinical Portal, Patient Portal and Clinical Referrals, enabling interoperability and support of Meaningful Use objectives
- A Care Management, Quality Improvement and Risk Management, Intelligence Platform, and Knowledge Hub, giving GHS the ability to analyze, stratify and manage patient populations based on clinical outcomes and financial risk

Once the core IT systems were identified and implementation began, VOV's third phase of work focused on implementation support and execution. VOV's experts provided technical expertise in program management, system architecture, clinical informatics, and claims data acquisition of 837 claims and CMS data files as well as executive level Information Technology Management Consulting.

VOV continues to provide business and technical advisory services to GHS, CCI, and MyHFN senior leadership.

Results

Through the strategic advisory, selection, and implementation support of multiple value-based care technologies, VOV led the development of an IT infrastructure which, in conjunction with other system-wide efforts, yielded \$17m in shared savings over the course of 5 years.

In addition to VOV's support of shared savings payments, this long-term partnership also resulted in demonstrable returns with quantifiable outcomes, including:

- Reduced integration expenditure of \$825,000 over 5 years
- 15% improvement in labor hours for a savings of \$110,000 year-over-year
- Through RFP normalization, VOV saved GHS \$3m-\$4.2m in spending over 5 years

Reduced
spend and
increased
Shared
Savings