

Understanding the FHO to Improve FHT Performance

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Andrea Rennie, Manager, Healthcare Consulting

1.800.459.3413

www.cirrusconsultinggroup.com



Presenter Disclosure

- **Presenters:** Andrea Rennie
- **Relationships with commercial interests:**
 - **Grants/Research Support:** N/A
 - **Speakers Bureau/Honoraria:** N/A
 - **Consulting Fees:** N/A
 - **Other:** Employee of Cirrus Consulting Group

Disclosure of Commercial Support

- This program has received financial support from N/A in the form of N/A.
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- Potential for conflict(s) of interest:
 - Andrea Rennie has received [payment/funding, etc.] from N/A.
 - N/A a product that will be discussed in this program: N/A.

Mitigating Potential Bias

- N/A
- Refer to “Quick Tips” document

Agenda

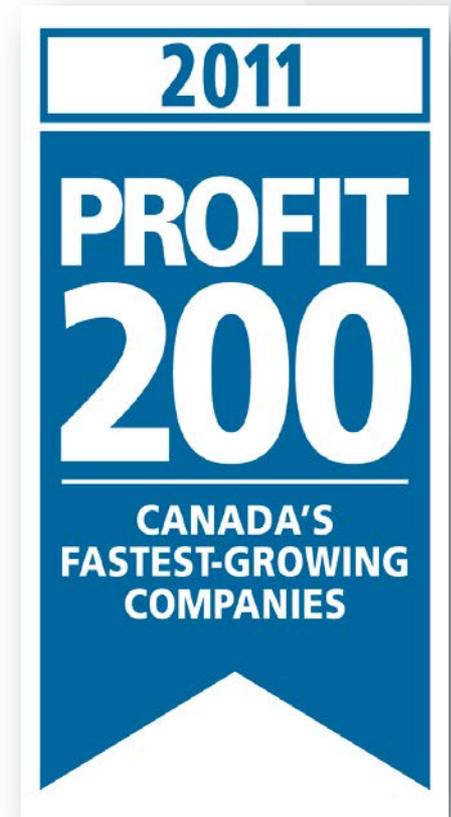
- Introduction
- Alignment between the FHT and the FHO
- FHO Billing Model: Key Concepts
- Frequent Challenges for FHTs in Ontario
- Leveraging the FHO model to function more effectively as a FHT
- Resources and Tools for FHO/FHT Optimization

INTRODUCTION

Cirrus Consulting Group

About Cirrus Consulting Group (CCG)

- Founded in 1994, 50 Employees, HQ in Toronto
- CCG provides practical business solutions that allow healthcare professionals to concentrate on what they do best: provide quality patient care
- Cirrus Consulting Group is composed of 2 specialized business units:
 - Medical Office Lease Negotiations - over 500 per year
 - Cirrus Healthcare Consulting: Billing Support and Operational Consulting for Physicians (group/individual)



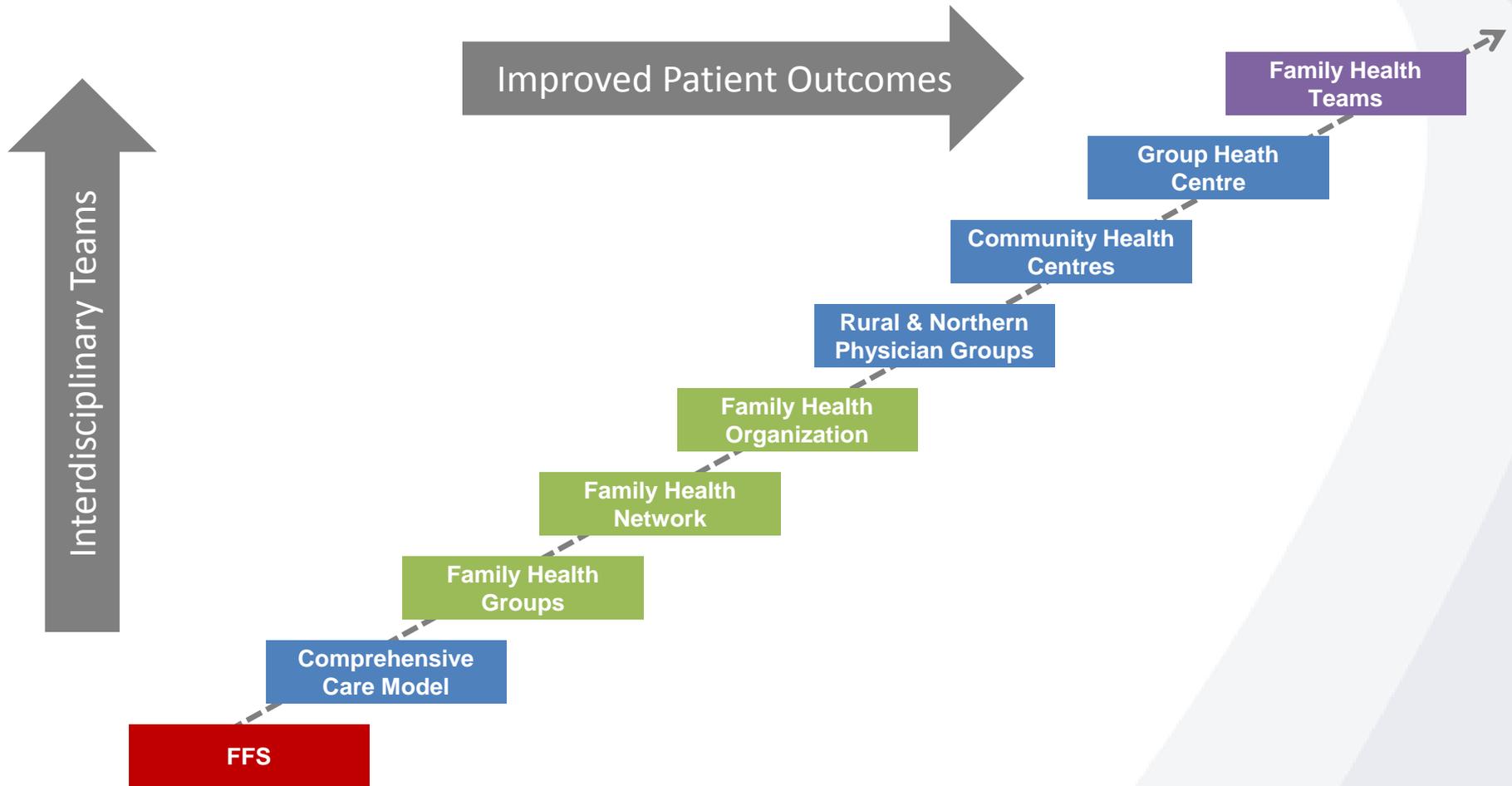
Cirrus Healthcare Consulting

- We help physicians and staff to optimize income, increase efficiency and flexibility
- We work with all models FHGs/FHOs/FHTs, with both groups and individual physicians
- Doctors leveraging Cirrus services see an average income increase of 15-25%
- A group typically saves 1 full-time work week per month by engaging Cirrus



ALIGNMENT BETWEEN THE FHT AND THE FHO

Patient Enrollment Models

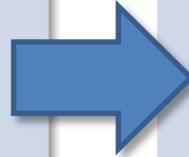


The FHT is “built” from the FHO Model

FHT and FHO Alignment

FHO

- The **billing model** at the heart of most FHTs
- Based on paying a largely fixed 'salary', with performance-based bonuses
- Physicians are compensated for:
 - providing a large breadth of services to their patients,
 - increasing access to care,
 - attaining increased levels of care for patients with chronic conditions and
 - effectively implementing population-based screening practices.



FHT

- An **operational model**
- Places physicians in an environment designed to be highly collaborative
- Provides group-based funding to reach group performance targets
- A long-term target operating model for the delivery of primary care to Ontarians

FHO = Physician Income and Flexibility

Physician Income

- Predictable capitation payments now comprise between 70-80% of income
- Increased income and premiums paid based on practice style
- Less focus on 'throughput' to drive income

Physician Flexibility

- Increased flexibility and control of time
- Increased collaboration between colleagues within groups
- Capability to effectively delegate to FHT staff members

FHO BILLING MODEL

Key Concepts

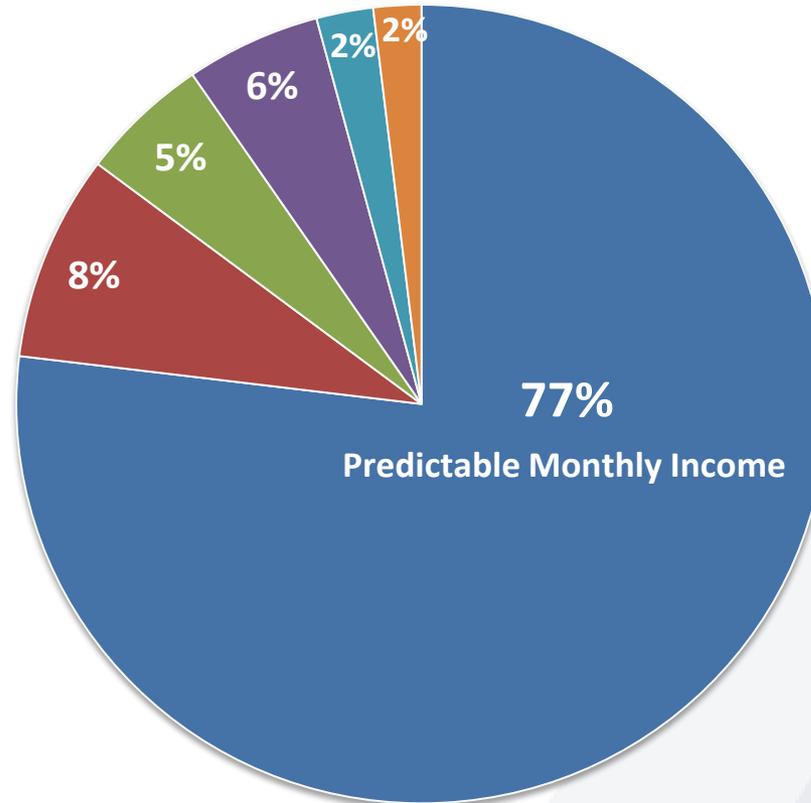
Key Elements of the FHO

- Providing continuity of care for patients
- Concentrated on chronic disease management and preventative care
- Increased collaboration with network colleagues
- Increased access to care for patients within your community, through same-day access and shared on-call obligations
- Greater flexibility for physicians, allowing you to adjust your schedule for better work-life balance

Designed to align income with desired physician behaviour

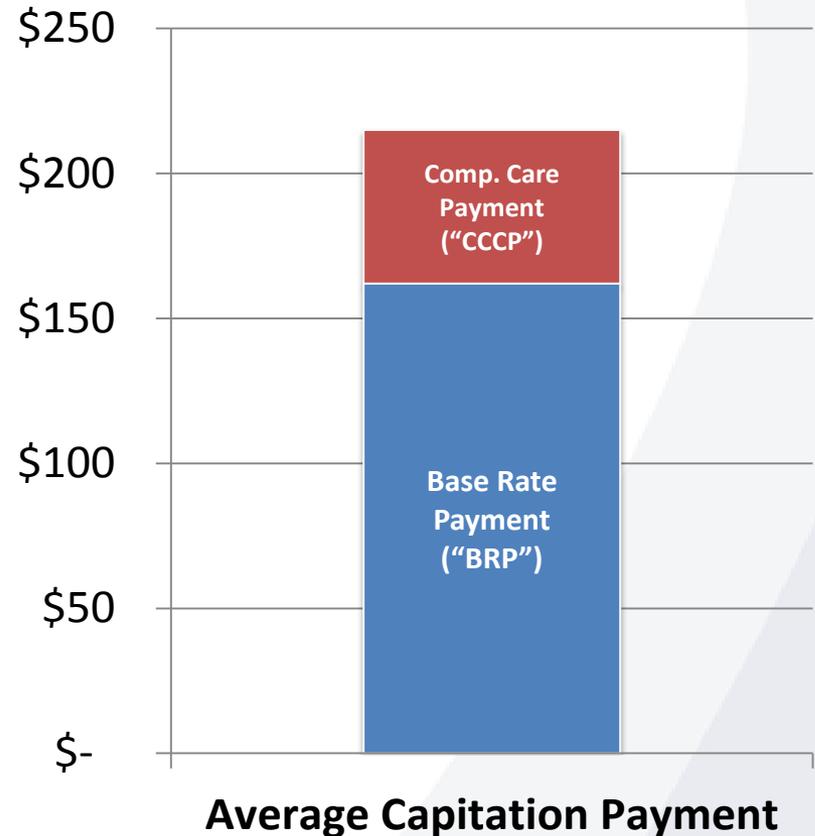
FHO Income Streams

- 1. Capitation Payments
- 2. Fee for Service Billing
- 3. Net Access Bonus
- 4. Shadow Billing
- 5. Preventive Care Bonuses
- 6. Special Premiums



Capitation Payments

- Average of \$215/patient/year of **fixed payments** adjusted for age/sex of patients
- Covers a **basket of services**, consisting of 126 fee codes which represents the majority of comprehensive care services to patients. These are referred to as “*in-basket services*”.
- Cirrus’ data shows that **practically all patients** are more valuable to you on the roster



Financial Impact of a Roster

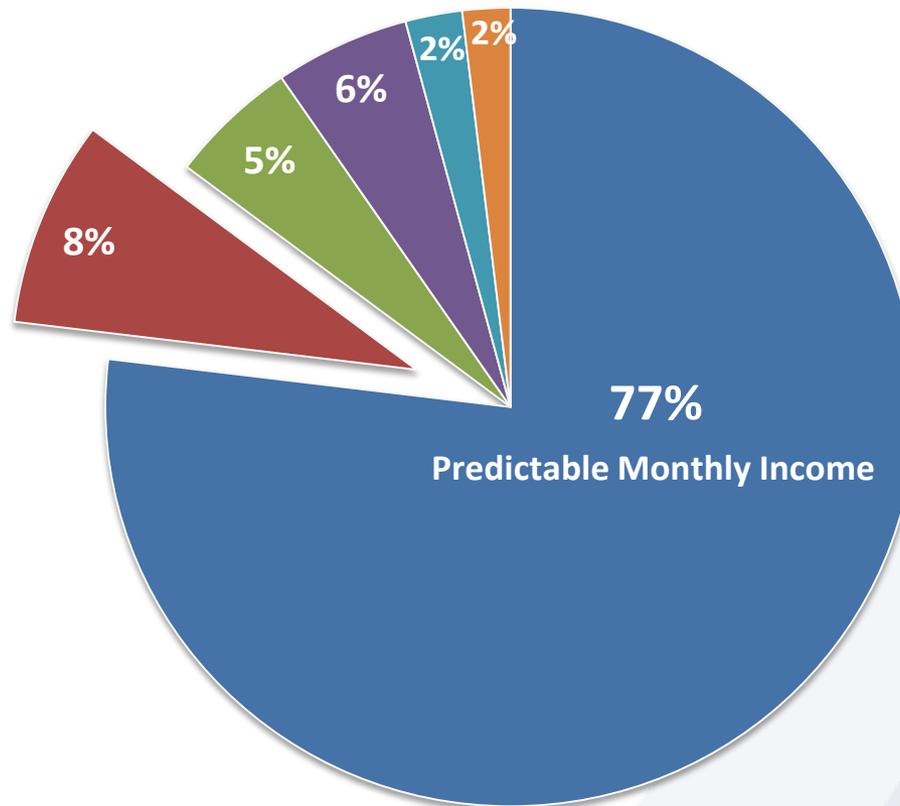
Patients	Annual Capitation
800	\$172,000
1200	\$258,000
1800	\$387,000
2200	\$473,000
2500	\$537,500

- Capitation payments align your income with the goal of providing preventative rather than reactive care
- Payments are made irrespective of number of total visits; Cirrus data shows that over 95% of patients are worth more in FHO payments than in the FFS world

Capitation payments make up over 75% of total income for physicians

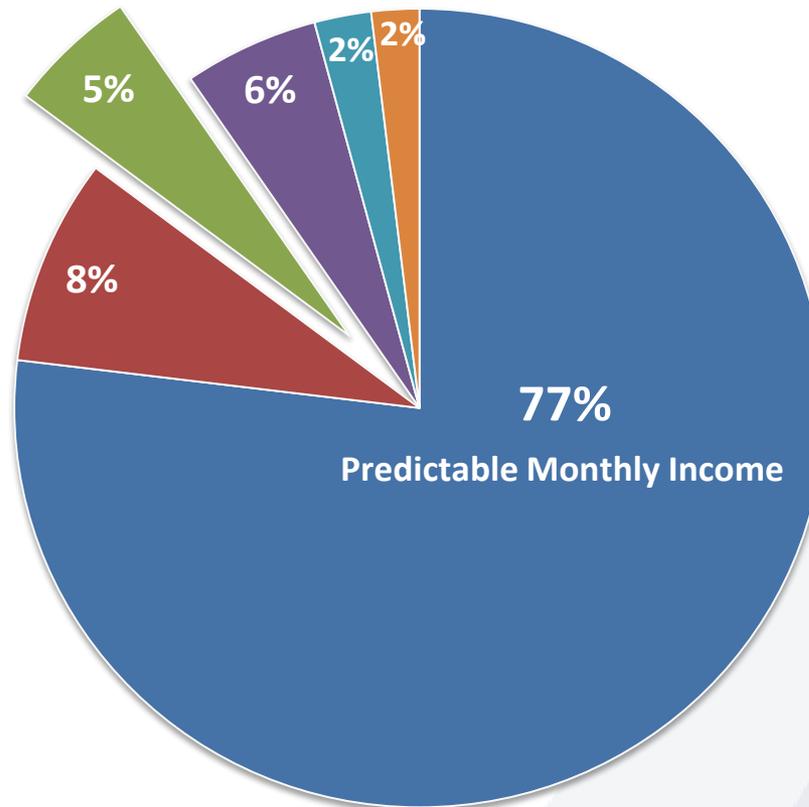
Fee for Service

- 1. Capitation Payments
- 2. Fee for Service Billing
- 3. Net Access Bonus
- 4. Shadow Billing
- 5. Preventive Care Bonuses
- 6. Special Premiums



Net Access Bonus

- 1. Capitation Payments
- 2. Fee for Service Billing
- 3. Net Access Bonus**
- 4. Shadow Billing
- 5. Preventive Care Bonuses
- 6. Special Premiums



Net Access Bonus

- Bonus paid based on the level of access a physician provides to their overall roster
- On average, a maximum of \$22,500/6 months
- Reduced dollar for dollar for FHO in-basket services to enrolled patients provided by a physician outside the FHO
- Paid out based on **group performance**. Negative members of the group will impact those who are positive



Managing Outside Use

Take Preventative Action

- Educate patients on what it means to be in a FHO, important to reach out to patients that you do not regularly see in the office
- Outside Use is a **daytime access** issue. Provide openings in schedule for same day appointments

Be Prepared to React

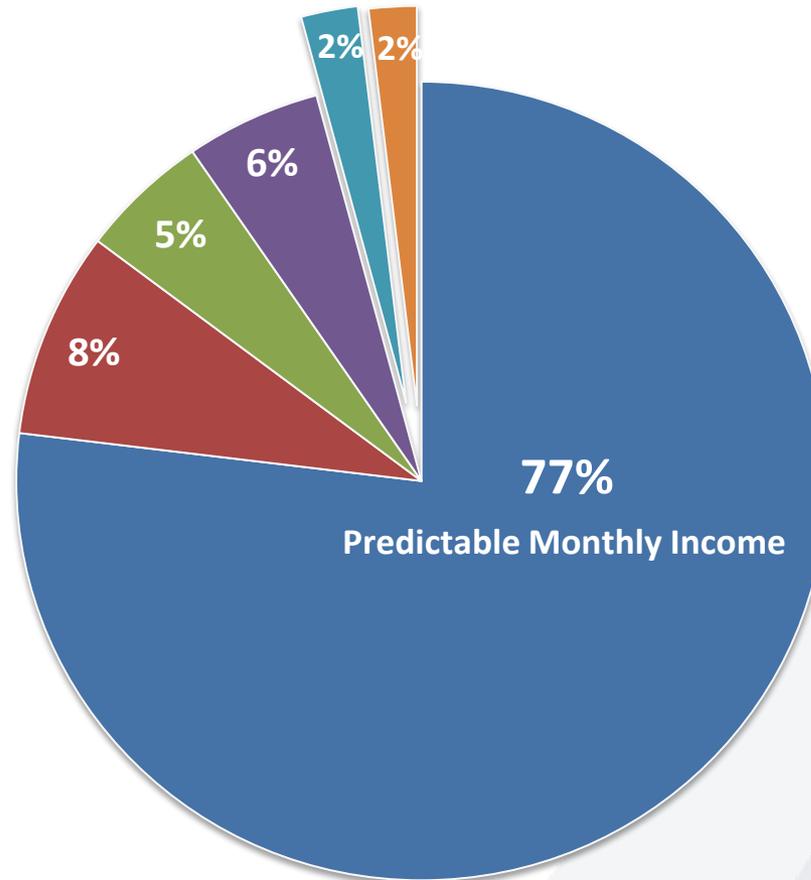
- Analyze **aggregate data** to determine which patients to move from the roster to the FFS
- Focus on “red flag” codes to determine which patients are likely to be high OU contributors

Keep an Ongoing Watch

- Assess the needs of the patients – review which days of the week seem to be busier with walk-ins/call-ins
- Patient behaviour changes each month and ongoing tracking is critical to managing Outside Use

Premiums and Bonuses

- 1. Capitation Payments
- 2. Fee for Service Billing
- 3. Net Access Bonus
- 4. Shadow Billing
- 5. Preventive Care Bonuses
- 6. Special Premiums



Premiums and Bonuses



Preventive Care

- \$12,800 in annual bonuses
- Typical physician: \$10,500



Special Premiums

- Total Potential: \$36,000
- Typical physician: \$2,000-\$4,000



CMEs

- Total Potential: \$2,400 total
- Typical physician: \$2,400

Rewards broadening the scope of your practice and the provision of preventative care

COMMON CHALLENGES IN THE FHT

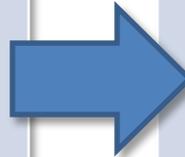
Common Challenges in the FHT

- Ministry performance targets not being met (ex. roster targets);
- Gap between patient population and roster size;
- Multiple FHO's within the FHT;
- Lack of collaboration between FHO Lead and FHT Medical Director/ED;
- High Outside Use across the board or in individual physician practices;
- Lack of sufficient delegation and integrated team approach; physicians continuing to practice as 'solo' practitioners;
- Lack of clear understanding of the FHO billing model (ex. focusing on FFS vs. rostering up);
- Lack of communication within the FHT; and
- Lack of commitment to the FHT.

...are frequently rooted in the FHO

FHT Challenge

- Ministry performance targets not being met (ex. roster targets)
- High Outside Use across the board or in individual physician practices
- Lack of sufficient delegation and integrated team approach
- Misunderstanding of the FHO billing model (ex. focusing on FFS)
- Lack of communication within the FHT
- Lack of commitment to the FHT



Missing FHO Aspect

- Lack of understanding of spirit of the FHO – access vs. throughput
- Lack of strategic roster management decisions in the FHT
- Lack of understanding FHO payment structure (capitation vs. FFS)
- Lack of understanding FHO payment structure (capitation vs. FFS)
- Lack of proper organizational infrastructure
- Lack of effective Governance

**LEVERAGING THE FHO MODEL
TO FUNCTION MORE EFFECTIVELY
AS A FHT**

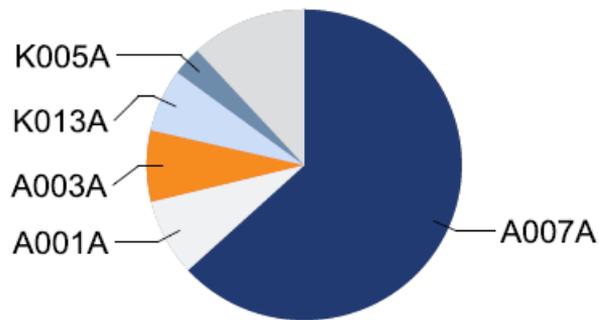
How FHT Leadership Can Leverage the FHO Model...

- Create an effective organizational infrastructure, including strong Governance documentation, regular Board and group meetings and forums for discussion
- Create role definitions for Leadership within the FHO and FHT to ensure proper communication and mutually beneficial goals
- Develop a deep understanding of the FHO model in order realize physician motivations, goals, and challenges
- Implement tools and processes for effective roster management, to combat Outside Use, and to implement FHT-wide initiatives

Cirrus Outside Use Analysis

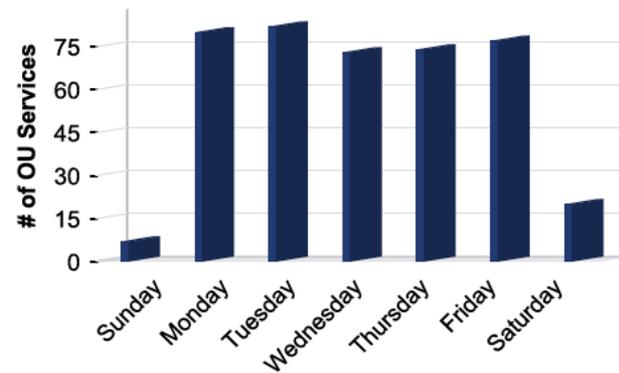
- What codes?
- What days of the week do we see highest outside use?

Codes Contributing to Outside Use



Days Contributing to Outside Use

Daily Breakdown of Outside Use: Number of Services



Cirrus Outside Use Analysis (cont'd)

Patient's Data					De-Rostering Impact				
Last Name	First Name	Health Card Number	Age	Sex	Annual Capitation	Pro-rated Capitation	Outside Use (6 Months)	Net Position	Return (%)
AHMED	ANDREW	9222474163	50	M	\$171.41	\$85.71	\$582.40	\$496.69	580%
COUSOUGERAS	ABDULBASIT	3497752270	51	M	\$171.41	\$85.71	\$517.55	\$431.84	504%
COOPER	ALAN	1303373414	21	M	\$77.62	\$38.81	\$306.40	\$267.59	689%
PARKER	ELIZABETH	7912829241	89	F	\$518.40	\$259.20	\$502.67	\$243.47	94%
VAN OSNABRUGGE	ETHAN	8034365716	31	M	\$97.96	\$48.98	\$254.34	\$205.36	419%
SIBB	NATHAN	5645522364	7	M	\$92.82	\$46.41	\$237.97	\$191.56	413%
MILLS	SCOTT	1435096941	40	F	\$200.36	\$100.18	\$263.90	\$163.72	163%
WILMOT	SHIRLEY	5240711560	38	F	\$194.10	\$97.05	\$250.15	\$153.10	158%
PINEDA	JOHN	8483488555	52	M	\$171.41	\$85.71	\$233.60	\$147.89	173%
ALEXANDER	FABIAN	9870897978	42	M	\$135.09	\$67.55	\$203.69	\$136.14	202%
ROSS	LESLEY	4834718337	44	M	\$135.09	\$67.55	\$178.30	\$110.75	164%
HURST	ETHEL	3132134957	5	M	\$92.82	\$46.41	\$155.15	\$108.74	234%
FAGAN	EVERETT	4642790280	54	M	\$171.41	\$85.71	\$192.90	\$107.19	125%
PARKER	SARAH	2523092196	92	M	\$606.58	\$303.29	\$408.36	\$105.07	35%
CAMPBELL	PAMELA	6442640118	43	M	\$135.09	\$67.55	\$157.70	\$90.15	133%
BROOKS-METCALFE	SEAN	4653644655	18	M	\$78.40	\$39.20	\$127.30	\$88.10	225%
MOKALENG	CHRISTOPHER	6042523169	47	M	\$147.84	\$73.92	\$159.63	\$85.71	116%
COOLAHAN	SOLOMON	7363256538	11	F	\$78.35	\$39.18	\$120.60	\$81.42	208%
YOUNG	VASILIS	5356138358	60	F	\$252.55	\$126.27	\$202.20	\$75.93	60%
DONALDS	PATRICK	3656673919	63	F	\$252.55	\$126.27	\$199.90	\$73.63	58%
Total					\$ 3,781.24	\$ 1,890.62	\$ 5,254.71	\$ 3,364.05	

Income vs. Cost

How FHT Leadership Can Leverage the FHO Model Cont'd...

- Ensure physicians are educated as to how they are paid – even if they have been practicing in a FHO for a while
- Reach outside the group for support and tools to assist you, either through physician groups or from the help of outside consultants

How Individuals Can Leverage the FHO Model...

- Ensure that physicians understand both the FHO model and how to optimize their practice as part of a FHT;
- Make the transition from focusing on throughput to providing access to care to the overall roster:
 - Decrease medically unnecessary visits (Rx renewals, physicals for otherwise healthy patients, items that can be handled via phone), and
 - Increase access to care by keeping slots open during the day, being accessible via alternate (but secure) methods;
- Manage Outside Use and ensure that physicians are not negatively affecting other physicians in the group;
- Track and claim premiums and bonuses available to physicians for work they already provide.

RESOURCES FOR FHO/FHT OPTIMIZATION

Cirrus Tools to Help Your FHT and FHO

Our Approach

- Cirrus' approach is based on analyzing your practice and identifying problem areas, educating you about optimal FHO and FHT performance, setting realistic goals and tracking your performance towards them.



ANALYZE



EDUCATE



SET GOALS



OPTIMIZE

Case Study: St. Michael's FHT

- Stabilize Access Bonus and Effectively Manage Outside Use
 - Finalize FHO Governance Agreement to Unify FHO Colleagues
 - Optimize FHO Administration, Banking and Scheduling
 - Ongoing Assistance for Staff & Physicians On How to Align Pay with Care Provided at the FHT
 - Connecting the FHO and Physician Behaviour to Reach FHT Program Goals
- Ultimately, setup the FHO base to best align with the FHT goals so that they don't conflict

Select Tools for FHTs

- Roster management strategies to ensure proper accessibility within your catchment area
- Act as third-party consultants to appropriately plan and align FHT goals with FHO realities
- Educate staff/physicians on billing and scheduling best practices to increase FHT performance
- Teaching physicians how to better leverage Allied Health Professionals
- Best practices for integrating physicians to a Health Link within the community

Select Tools for Individual Physicians

Executive Summary

Cirrus Consulting Group (Cirrus) is the leading provider of Family Health Organization (FHO) advisory and management services to Ontario Physicians. This report is designed to evaluate your performance in each of the six major FHO income streams. The FHO finding model is complex, and it is our objective to provide data-driven insights which you can use to positively impact your income. The Cirrus process begins with analysis and education and is followed by goal setting and optimization - you will see that this Cirrus Performance Index Report is structured with this process in mind.

From our assessment, we have identified the following specific opportunities to positively impact your revenue, and optimize the FHO model in your practice.

1. Strategically adjust your roster.
2. Manage your Outside Use.
3. Clean your Special Premiums.

Your Report Card

Below is a high-level grading of your performance in each of the six key income streams:

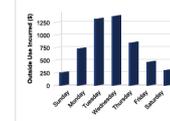
	Your Grade	Revenue Potential
1. Capitation Payments (Fixed Income) <i>Based on roster size, these typically account for 70% of your revenue.</i>	B	\$10,750
2. Net Access Bonus <i>Up to 20% of your base Rate Payment, reduced by the level of Outside Use in your practice.</i>	B	\$9,443
3. Breakdown Billing <i>17% of the value of in-basket codes billed for enrolled patients.</i>	A	Optimized
4. Fee for Service (FFS) Billing <i>FFS for out of basket codes for enrolled patients or all codes for non-enrolled patients.</i>	A	Optimized
5. Special Premiums <i>Premiums for Continuing Medical Education, Hospital work, Labour and Delivery, Office Procedures, Pediatric Care, Home Visits, Prenatal, Long-Term Care, and Patient Consults for Geriatric Mental Health.</i>	B	\$2,000
6. Preventive Care Bonuses <i>Bonuses for high levels of attendance in Cervical, Breast and Colorectal cancer screening, immunizations.</i>	A	Optimized

Top Services Contributing to Your Outside Use

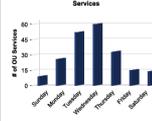


Check for any groupings of red flag codes, such as: focused practice assessments (ex. sports medicine, allergy, pain management, and addiction), special visits, palliative care and psychotherapy codes.

Daily Breakdown of Outside Use: Dollar Value



Daily Breakdown of Outside Use: Number of Services



Check for any days where Outside Use is higher during the course of a week. If there are unexplained increases, we encourage you to speak to your Cirrus Consultant for possible causes.

Month	Activity	Topics
February 2013	Meetings with high OU physicians (2)	Outside Use
March 2013	Meetings with high OU physicians (3)	Outside Use
March 2013	Meetings with FHO physicians (1)	FHO-FHO
March 2013	After Hours Roster Drafts and Business Cards	After-Hours
April 2013	Meetings with FHO physicians (1)	FHO-FHO
April 2013	RA Review with new FHO physicians (2)	FHO-FHO
April 2013	Access Bonus - Calculation and Distribution	Access Bonus
April 2013	Group Meeting - April 23, 2013	Advanced Access
April 2013	Outside Use Patient Communication Drafts	Outside Use
June 2013	RA Review with new FHO physicians (3)	FHO-FHO
June 2013	Personalized Access Bonus per physician	Access Bonus
July 2013	Group Meeting - July 23, 2013	Billing Seminar
August 2013	Group Utilization Update	Group Updates
September 2013	Special Premiums Update	Special Premiums
October 2013	Access Bonus - Calculation and Distribution	Access Bonus
October 2013	Group Meeting - October 22, 2013	Special Premiums
January 2014	Group Meeting - January, 2014	Current Issues and Update
February 2014	Group Utilization Update	Group Updates
March 2014	Special Premiums Update	Special Premiums

High FHO Roster Optimization Report - High Income Use Patients June 2012 - July 2013 (inclusive)



Physician Account Number: BERKE1

Health Card Number	Annual Capitation	Total FHO Payments	Total In-Basket Billings	Net Gain
886229408	\$212	\$340	\$378	\$420
8209611433	\$179	\$289	\$688	\$304
1473255166	\$185	\$238	\$568	\$300
967207119	\$252	\$373	\$715	\$521
976001554	\$120	\$203	\$508	\$295
7030320420	\$201	\$204	\$614	\$293
149483816	\$252	\$388	\$680	\$291
2162276163	\$186	\$221	\$520	\$288
6048218966	\$252	\$366	\$670	\$283
1812843108	\$146	\$229	\$602	\$280
7192810066	\$99	\$169	\$434	\$256
228297471	\$172	\$200	\$525	\$251
686428761	\$163	\$280	\$540	\$229
422263869	\$201	\$294	\$548	\$237
813084682	\$146	\$225	\$472	\$235
816163375	\$136	\$206	\$420	\$203
123182346	\$201	\$287	\$499	\$195
624261016	\$207	\$420	\$528	\$194
6199228252	\$164	\$238	\$432	\$180
8426931533	\$179	\$256	\$445	\$174
Total:	\$3,679	\$5,561	\$11,177	\$5,310

Cirrus Performance Index Reports

- Analyzes individual physician performance in the FHO, highlighting areas of improvement and setting goals to maximize income
- Used as a starting point to analyze a physician's practice

Cirrus Outside Use Management Reports

- Provides a high-level overview of Outside Use in your practice as well as identifying your top 20 contributors to outside use
- Enables you to make strategic, ROI-based decisions

Cirrus Group Annual Operating Plans

- Establishes annual strategic thrusts for groups, as well as a detailed action plan on how we will work to accomplish them
- Frequently focus on FHO income, improving work-life balance and decreasing Outside Use

Cirrus Roster Optimization Reports

- Provides visibility to which patients are on your EMR roster but not enrolled with the Ministry
- Analyzes high 'inside users' to enable you to manage your time and roster effectively



Takeaways....

Education

- Ensure you are aware of the FHO Program Fundamentals in order to understand the physician point of view

Communication

- Set regular meetings with FHO/FHT to ensure goals and responsibilities are aligned
- Ensure roles and responsibilities are appropriately delegated to meet the goals of the FHO/FHT

Plan

- Determine an Annual FHT Plan that has “FHO” buy-in (i.e. ensure physicians are committed to roster increase before stating it in FHT Annual Plan)

Review

- Review the common struggles within your FHO/FHT and determine the best way to improve outcomes (ie. education, third party neutral consultant, reallocation of tasks, etc.)

QUESTIONS?



Contact Information

To reach us with questions or inquiries about the processes and tools we have developed to assist family medicine physicians and staff increase their efficiency - please contact:

Andrea Rennie

arennie@cirrusconsultinggroup.com

(647) 789-3249

Thank You.