

# **The Transformation Journey towards Successful Population Health Management**

## **Wake Forest Baptist Health**

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The problem addressed: How to establish a population health management program utilizing existing resources that creates a positive return on investment within two- three years.

Program description: This presentation will provide an overview of the change management, leadership and capabilities strategy that Wake Forest Baptist Health (WFBH) implemented to develop a successful value based management program that scaled and entered into value based risk contracts successfully within two years. The presentation will review the system leadership structure, core capabilities assessment and progression to risk that in 2020 includes fifteen risk based contracts managing 150,000 lives across CMMI, Medicare Advantage and Commercial risk contracts and programs.

Outcomes achieved: The outcomes reviewed will include education and engagement, development of a sustainable expense to revenue resource modeling as well as key performance indicators of a successful program that include the following:

- Achieving a sustainable cost of care reduction annually for greater than five years.
- Achieving risk scores that accurately represent the acuity and chronic conditions of the population WFBH manages in its risk contracts
- Achieving greater than four star and 95% quality performance in risk contracts
- Achieving 10% reductions in emergency department and admission reductions
- Alignment with the DHHS/H-LAN Value Based Goals 4. Lessons learned
- Underestimating the need for physician champions and leaders and including them as part of the key resourcing strategy
- The skills to leverage data and analytics to inform the operations and focus for care management and pharmacy interventions
- The need to include as part of the system strategic plan
- Strong service line support including engagement from primary care in approving and designing key workflows
- Navigating the system revenue impact when >30% of revenue come from Value Contracts vs. traditional FFS.