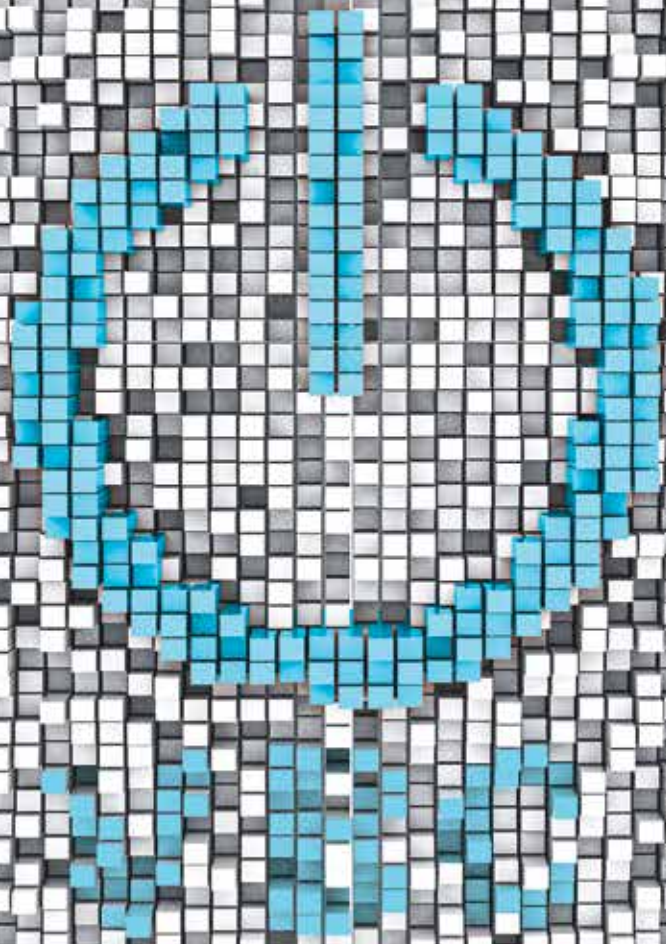


Time to

Reboot



Progress on the journey to value and where we go from here

By **Kevin McCune, MD**

Last November, AMGA held its inaugural Value Roundtable Summit in Chicago. We had 40 attendees, representing more than 20 healthcare organizations. It's difficult for me to pick out a single highlight from the summit. Interactive breakout sessions explored best practices for accountable care organizations (ACOs) and Medicare Advantage providers. Panel talks moderated by Rick Bone, MD, senior medical director of population health for Advocate Medical Group, and Kevin Conroy, CEO of Optum Tri-State, tackled how to measure what is necessary for value and contracting for effective risk arrangements. Darryl Drevna, MA, AMGA's senior director of regulatory affairs, and Scott Hines, MD, chief quality officer and medical director for Crystal Run Health, provided value-based care (VBC) policy updates. A number of attendees even came into Chicago a day early to tour one of Oak Street Health's clinics.

I personally had the honor of hosting a keynote fireside chat with Adam Bohler, former director of the Centers for Medicare and Medicaid Services (CMS) Innovation Center (CMMI) and current CEO of Rubicon Founders. During our time together, we reflected on the past, present, and future of VBC. It is often all too easy to lose sight of the big picture, so I'm grateful for opportunities such as this to reflect.

As we continue to forge into 2024, it's wise to look back on the road we've traveled so far—and to look at the road that lies ahead, as well.

How Did We Get Here?

AMGA, along with its board and member groups, has been involved in the value journey for years. As CMMI made plain their goal to have all Medicare beneficiaries in a VBC relationship by 2030,¹ and with U.S. healthcare expenditure approaching 20% of our gross domestic product,² the need to accelerate our work in value became apparent.

In the Spring of 2022, at the direction of the AMGA Board of Governance, a Value Task Force was launched, peopled with industry leaders at the cutting edge of VBC initiatives (Table 1). In total, the Task Force represents AMGA member groups with 50,000 providers caring for 40 million patients, 70% of whom are in value-based arrangements—and 10 million of whom are in fully capitated arrangements. The purpose of the Task Force is to guide programming in support of AMGA member organization success in value-based health care.

One of the first assignments of the Task Force was to define value. As it would turn out, this was no small feat. After a good bit of debate, we finally settled on this definition: "Value-based healthcare is achieved through the right care necessary to achieve optimal health outcomes, timely and with the right provider, in the right setting, with an aligned financial model."

In the past year, I have been working with the Value Steering Committee to solidify programming for what has become AMGA ValuePathways, our umbrella program for value initiatives. I'm proud to say that this program offers something to every one of our members, regardless of where they are in their journey to value. I invite you to learn more about ValuePathways on the Value-Based Care Focus Area of our website: amga.org/focus-areas/value-based-care.

As the Steering Committee continued its work, we identified competencies necessary for groups early in their journey to value. AMGA initiated a series of quarterly webinars to describe these competencies, starting with:

- ▶ *The Road to Value: Let's Start with the 'Why?'* featuring Phil Oravetz, MD, MPH, MBA, Chief Population Health Officer, Ochsner Health, and Board Member, AMGA
- ▶ *Governance, Leadership, and the Road to Value-Based Healthcare*, featuring Scott Barlow, MBA, CEO, Revere Health, and Anil Keswani, MD, Chief Medical and Operations Officer — Ambulatory, Scripps Health

Recordings of these presentations, along with details for Continuing Education credits, are available in our webinar archives: amga.org/meetings-networking/webinars/archives/#value.

In addition to this work, AMGA created the Value Roundtable—the group that met in Chicago last November—specifically for those AMGA members most experienced in value. The Value Roundtable enables networking and the sharing of best practices among peers encountering similar challenges and successes. Collaboration happens through meetings, a dedicated listserv, and interactive quarterly Hot Topic calls with member presentations on best practices.

Topics on these calls have been identified by the Task Force as priority issues for groups experienced in value. Our calls with Rick Bone in September and Jerome Finkel, senior vice president and chief primary health officer for Henry Ford Health System, in December were great successes, and I'm very excited for our next calls.

That brings us to the present. So what's in store for 2024 and beyond?

Forging Ahead

As the Value Steering Committee is exploring opportunities to expand our value program; there are several things I want to make sure our members are aware of today.

The first is what you'll miss if you don't make it to Orlando in April. The 2024 AMGA Annual Conference (AC24) is just around the corner. In addition to the many breakout sessions with a value focus, we will host an immersion session entitled: "Mapping Your Road to Value: AMGA's Value Bootcamp."

Table 1

Task Force and Steering Committee Members

Anil Keswani, MD	Chief Executive, Scripps Medical Foundation	Scripps Health
Caroline Goldzweig, MD, MPH	Chief Medical Officer	Cedar-Sinai Medical Care Foundation
Jamie Reedy, MD, MPH	Chief of Population Health	Summit Health
Jane Weldon, MHA	System VP Transformation, Innovation and Operations	CommonSpirit Health
Jeff James CPA, MBA	Chief Executive Officer	Wilmington Health
John Bulger, DO, MBA	Chief Medical Officer Insurance Operations and Strategic Partnerships	Geisinger Health Plan
Leslie Dockan, MHA, RN	Vice President, Primary Care and Clinic Operations	HealthPartners
Michael Millie, MD, MBA	Regional Chief Clinical Officer, Value and Care Innovation	Optum Northwest at Optum
Norm Chenven, MD	Founding CEO	Austin Regional
Paul Durr, CPA	Chief Executive Officer	Sharp Community Medical Group
Paul Pritchard, MD, MBA	Vice President and Chief of Quality	Prevea Clinic
Phil Oravetz, MD, MBA, MPH	Chief Population Health Officer	Ochsner Health
Rick Bone, MD	Senior Medical Director Population Health	AdvocateAuroraHealth
Scott Barlow, MBA	Chief Executive Officer	Revere Health
Scott Fowler, JD, MD	President and Chief Executive Officer	Holston Medical Group
Scott Hines, MD	Chief Quality Officer	Crystal Run Healthcare
Seema Sidhu, MD	Assistant Physician in Chief, Kaiser Permanente	The Permanente Medical Group
Stacy Brummel, MBA, BSN, RN	Vice President, Operations, Population Health	Corewell Health

As we've established, the transition to VBC comes with unique organizational competencies to deliver the right care at the right time and place in an aligned financial model. The Bootcamp provides an overview to assess your organization's readiness for VBC and a framework for identifying and providing care for vulnerable populations, as well as a format for an internal educational program. The Bootcamp is the perfect session for organizations who are just dipping their toes into the value waters.

We will also be holding a reception for the Value Roundtable at AC24, creating another opportunity for our members most experienced in value to network and share ideas. Wherever you are in your journey to value, you won't want to miss this conference. To learn more and to register, visit amga.org/AC24.

Our work extends well beyond the conference, with our quarterly ValuePathways webinar series, Hot Topic calls with the Roundtable, and bimonthly articles right here in *Group Practice Journal*.

With legislative support being so vital to our industry's transition to value, influence in Washington, DC, is imperative. The Value Roundtable will also convene on Capitol Hill Day

in June to meet with elected officials and legislators to voice our concerns and share the principles that guide our industry. Learn more about Capitol Hill Day at amga.org/advocacy/capitol-hill-day, and stay tuned for more details.

The value program is member driven, and that means we need your input to continue evolving. We want you to become a part of it. [GPI](#)

Please contact me at kmccune@amga.org or visit amga.org/focus-areas/value-based-care to learn more.

Kevin McCune, MD, is senior advisor on value, AMGA, and chief physician executive, AMGA Consulting.

References

1. P. Rawal, J. Quinton, D. Hughes, et al. 2023. The CMS Innovation Center's Strategy to Support High-quality Primary Care. CMS.gov, June 9, 2023. Available at cms.gov/blog/cms-innovation-centers-strategy-support-high-quality-primary-care.
2. E. Ortiz-Ospina and M. Roser. 2017. Healthcare Spending: Healthcare is key to make progress against poor health. How is it financed? Our World in Data, June 16, 2017. Available at ourworldindata.org/financing-healthcare.