

Reform. **Transform.** Perform.



Newpoint conducted a comprehensive gap analysis to identify organizational strengths and weaknesses.

STRENGTHS

- Care management
- Community support
- Culture
- Data systems
- Financial reserves, likely returns
- Infrastructure in the community
- Knowledge of local needs
- Marketing and Outreach
- Provider network
- Processes, systems, IT,
- Philosophy & values
- Relationships

WEAKNESSES

- Appetite for risk
- Business processes for population health
- Cash-flow, start-up costs
- Effects on core functions
- Financials of individual partners
- Informatics
- Mission/Vision
- Population size for some providers
- Provider engagement
- Regulatory unknowns
- Stakeholder perception

Community-Based Providers Risk and Infrastructure Assessment

CLIENT CHALLENGES

Seven community-based providers formed a Regional Care Collaborative (RCC) to offer care management and medical homes to an enrolled population based on the Triple Aim Goals. Their primary client, the state Medicaid Agency, was considering additional risk arrangements—shared savings; P4P; bundled payments; or a partial capitation. With over 40,000 members, the RCC needed to assess their capabilities, including those of their administrative partner, to manage risk. They reached out to Newpoint Health Advisors to conduct the analysis because of our extensive experience in these areas.

OUR APPROACH

The Newpoint team of clinical, HIT, and management experts conducted an operational and financial assessment with Milliman, developed a future state roadmap, and provided strategic direction throughout an RFP process. Newpoint conducted a comprehensive gap analysis that identified strengths and challenges throughout the organization to support a transition into a population health and risk-based business model.

We presented recommendations to senior management to support planning for next steps that included the following:

- Execution requirements
- Infrastructure requirements
- Link between **Strategy-Operations-People**
- Fiscal risk appetite
- Long-term commitment to change & platform for urgency

Newpoint acted as liaison to Milliman, working together to develop a projection of actuarial soundness.

THE RESULT

Our analysis identified strengths in primary care, care management, financial management, informatics, and in maintaining a successful working relationship with the state agency, crucial for future growth. We provided a roadmap for change that began with repurposing—redefining the organizations’ Mission and Vision and creating consensus among senior leadership—to build the foundation for future change.

The organization has been moving towards building capacity for population health, but is still determining its collective appetite for risk. A number of infrastructure initiatives have begun to further expand their care management and informatics capabilities. This process will accelerate as they begin to address State requests for competitive bids for future contracts.