



# An ACO Case Study:

A collaboration across Brown & Toland, Blue Shield, California Pacific Medical Center, and the City & County of San Francisco

In 2012, Brown & Toland embarked on an Accountable Care Organization (ACO) program with Blue Shield, California Pacific Medical Center (CPMC), and the City and County of San Francisco (CCSF). Our participation in the program illustrates how our longstanding commitment to collaboration, connectivity, and care management makes us an ideal ACO partner for a range of organizations.

## Program Objectives

- Target and implement care management programs by analyzing current and historical trends and evidence-based protocols to lower hospital admissions, length of stay, and emergency room utilization and to boost generic drug prescribing
- Share clinical and case management information in real time; re-engineer and coordinate clinical work processes
- Coordinate with primary care physicians to reach out to patients for preventive screenings
- Establish programs to track success and care quality
- Align financial incentives and risk-sharing

## Strategies

- Establish real-time connectivity between Brown & Toland's care management team and CPMC's care management and emergency room systems
- Place Brown & Toland's care managers in CPMC's acute care facilities to coordinate care post-discharge and follow up with patients to ensure medications were filled, follow-up care was scheduled, and questions were answered
- Provide complex case management and chronic disease management services for the highest risk patients
- On a daily basis, coordinate care between CPMC hospitalists and the Brown & Toland care management team for each patient admitted to the hospital

## Results<sup>1</sup>

Admissions

↓ **8.8%**

per 1,000 members

Inpatient days

↓ **13.4%**

per 1,000 members

Average length of stay

↓ **5.1%**

for inpatient admissions

## Outcome

This program has helped dramatically reverse a trend of rising premiums for Blue Shield HMO coverage for this population, thus making the insurance product—and the choice of Brown & Toland doctors—much more attractive for CCSF members.

<sup>1</sup>Based on a comparison of year one of the ACO against the prior baseline year.