



V-BID
CENTER

V-BID SUMMIT 2012

INTEGRATION AND

TRANSFORMATION

OCTOBER 30, 2012

ANN ARBOR, MICHIGAN

WELCOME

On behalf of the University of Michigan Center for Value-Based Insurance Design, we welcome you to Ann Arbor and to the **V-BID SUMMIT 2012: INTEGRATION AND TRANSFORMATION.**

We at the V-BID Center know you are passionate about health care. Whether by increasing access, improving quality of care, or enhancing efficiency, we are all working to optimize health while controlling expenditures. It is with this value proposition in mind that participants from 29 states and multiple stakeholder perspectives assemble today. Together, we will consider how the integration of innovative payment reform, delivery transformation, and consumer engagement initiatives encourage our dual objectives of improving quality and containing costs. Your collective experience and expertise will inform the interactive dialogue planned throughout the day. It is our hope that when we conclude, you will leave feeling confident that the tools are available to attain a high-value health care delivery system.

We have a full and stimulating agenda today. I hope the dialogue promotes innovative ideas, spirited conversations, and most importantly, new and hopeful relationships.

Warmly,



Mark Fendrick, MD
Professor, Internal Medicine and Health Management & Policy
Director, Center for Value-Based Insurance Design
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AGENDA

- 8:00-9:00 **REGISTRATION AND CONTINENTAL BREAKFAST**
(in the Pendleton Room)
- 9:00-9:15 **WELCOME**
Mark Fendrick, MD, Professor, Internal Medicine and Health Management & Policy
Director, Center for Value-Based Insurance Design, University of Michigan
John Ayanian, MD, MPP, Director, Institute for Healthcare Policy and Innovation (IHPI),
University of Michigan
- 9:15-10:30 **INTEGRATING V-BID INTO HEALTH CARE DELIVERY TRANSFORMATION**
Paul Grundy, MD, MPH, Global Director, IBM Healthcare Transformation,
IBM Corporation
Michael O'Neil, MA, Director of Product Innovation, Blue Shield of California
Followed by moderated discussion
- 10:30-10:45 **BREAK**
- 10:45-12:00 **INTEGRATING V-BID INTO PAYMENT REFORM**
Lewis G. Sandy, MD, Senior Vice President, Clinical Advancement, UnitedHealth Group
Dana Gelb Safran, ScD, Senior Vice President, Performance Measurement and
Improvement, Blue Cross Blue Shield of Massachusetts
Followed by moderated discussion
- 12:00-1:00 **NETWORKING LUNCH** (in the Anderson Room)
- 1:15-2:15 **OPTIONS FOR V-BID IN STATE HEALTH REFORM**
Bruce D. Greenstein, Secretary, Louisiana Department of Health and Hospitals
Kevin Lewis, MPP, Chief Executive Officer, Maine Community Health Options
Followed by discussion moderated by **Carmen Hooker Odom, MRP**, President,
Milbank Memorial Fund

2:15-3:15

WHAT EMPLOYEES THINK OF V-BID: EARLY FINDINGS AND WHAT QUESTIONS TO ASK NEXT**Marjorie Ginsburg, MPH**, Executive Director, Center for Healthcare Decisions**Cheryl Larson**, Vice President, Midwest Business Group on Health

Followed by moderated discussion

3:15-3:30

CONFRONTING OUR FISCAL CHALLENGES WHILE ENSURING QUALITY OF CARE**Michael E. Chernew, PhD**, Professor, Department of Health Care Policy, Harvard Medical School**JOHN Z. AYANIAN, MD, MPP**

Director, Institute for Healthcare Policy and Innovation, University of Michigan

Dr. John Z. Ayanian is Director of the new Institute for Healthcare Policy and Innovation at the University of Michigan. Previous to this appointment, he was Professor of Medicine and Health Care Policy at Harvard Medical School, Professor of Health Policy and Management at the Harvard School of Public Health, and a practicing general internist at Brigham and Women's Hospital. He served as Director of the Harvard Medical School Fellowship in General Medicine and Primary Care, Director of the Harvard Catalyst Health Disparities Research Program, and Leader of the Outcomes Research Program of the Dana-Farber/Harvard Cancer Center. Dr. Ayanian has published over 230 articles and chapters on access to care, quality of care, and health disparities related to cancer, cardiovascular disease, diabetes, and renal disease. He has served on six national committees of the Institute of Medicine related to health insurance coverage, health disparities, cancer survivorship, and cardiovascular disease surveillance. Dr. Ayanian received his Bachelor's degree *summa cum laude* from Duke University, MD degree from Harvard Medical School, and Master of Public Policy degree from the Harvard Kennedy School of Government. In 2012, he received the John M. Eisenberg National Award for Career Achievement in Research from the Society of General Internal Medicine. Dr. Ayanian is a Fellow of the American College of Physicians and an elected member of the American Society for Clinical Investigation, the Association of American Physicians, and the Institute of Medicine of the National Academy of Sciences.

**MICHAEL CHERNEW, PhD**

Department of Health Care Policy, Harvard Medical School

Michael Chernew, PhD, is a professor in the Department of Health Care Policy at Harvard Medical School. Dr. Chernew's research activities focus on several areas, most notably the causes and consequences of growth in health care expenditures, geographic variation in medical spending and use and value-based insurance design (V-BID). Professor Chernew is a member of the Medicare Payment Advisory Commission (MedPAC), the Congressional Budget Office's Panel of Health Advisors, and the Commonwealth Foundation's Commission on a High Performance Health System. Dr. Chernew is a Faculty Research Fellow of the National Bureau of Economic Research. He co-edits the *American Journal of Managed Care* and is a Senior Associate Editor of *Health Services Research*. In 2010, Dr. Chernew was elected to the Institute of Medicine (IOM) of the National Academy of Sciences and serves on the Committee on the Determination of Essential Health Benefits. Dr. Chernew earned his undergraduate degree from the University of Pennsylvania and a doctorate in economics from Stanford University.

**A. MARK FENDRICK, MD**

Director, Center for Value-Based Insurance Design, University of Michigan

A. Mark Fendrick, MD is the Director of the Center for Value-Based Insurance Design, and a Professor at the University of Michigan in the Departments of Internal Medicine and Health Management and Policy. Dr. Fendrick's research focuses on the clinical and economic assessment of medical interventions with special attention to how technological innovation influences clinical practice, benefit design, and health care systems. He has authored over 200 articles and book chapters and lectures frequently on the quality and cost implications of medical care to diverse audiences around the world. Dr. Fendrick remains clinically active in the practice of general internal medicine. He co-edits the *American Journal of Managed Care* and is an editorial

board member for three additional peer-reviewed publications. His perspective and understanding of clinical and economic issues have fostered collaborations with numerous government agencies, health plans, professional societies, and health care companies. He serves on the Medicare Coverage Advisory Committee (MCAC). In 2009, he was named one of the “20 people who make healthcare better” by HealthLeaders Media for the creation and implementation of value-based insurance design.



MARGE GINSBURG, MPH

Executive Director, Center for Healthcare Decisions

Marge Ginsburg is Executive Director of the Center for Healthcare Decisions, a nonprofit, nonpartisan organization in California that seeks the public's perspective on complex health policy issues. Through deliberative small-group processes, the lay public addresses difficult issues from the vantage point “what should we do as a society.” Currently she is working with American Institutes for Research on an Agency for Healthcare Research and

Quality (AHRQ)-funded project, conducting national discussion groups on the use of medical evidence. She recently completed a project for California's health exchange on a fair model for cost-sharing and is now planning a state project to consider seniors' priorities in addressing the cost of Medicare. In 2011, she was one of 18 members of the Institute of Medicine's Committee on Essential Health Benefits. She participates on multiple committees to improve health care in California. Marge received her nursing degree from the University of Maryland and a Masters in Public Health from University of California Berkeley.



BRUCE D. GREENSTEIN

Secretary, Louisiana Department of Health and Hospitals

Bruce D. Greenstein is the Secretary of the Louisiana Department of Health and Hospitals. He has extensive experience in the health care field, having worked in both the private and public sector. On the state level, Bruce worked for Governor Lawton Chiles in Florida leading the design and administration of health care programs. On the federal level, he served as Associate Regional Administrator and Director of Waivers and Demonstrations in U.S. Department of

Health and Human Services (HHS), where he oversaw the state Medicaid programs and led the federal government's Medicaid state reform efforts. Most recently, he served as the managing director of worldwide health for Microsoft Corp. Bruce enjoys combining his technological knowledge and health care experience in his role as DHH Secretary.



PAUL GRUNDY, MD, MPH, FACP, FACPM

Director, Healthcare Transformation, IBM

Dr. Paul Grundy is one of only 38 IBM employees and the only physician selected into IBM's senior industry leadership forum known as the IBM Industry Academy. He graduated valedictorian from the Southern California College and earned an MD from the University of California San Francisco medical school and a Masters of Public Health from the University of California Berkeley. An active social entrepreneur and

speaker on global healthcare transformation, Dr. Grundy concentrates his efforts on driving comprehensive and integrated healthcare. His work has been covered by the *New York Times*, *BusinessWeek*, *Health Affairs*, *The Economist*, *The New England Journal of Medicine*, and other media outlets across the country. Prior to joining IBM, Dr. Grundy worked as a senior diplomat in the U.S. State Department supporting the intersection of health and diplomacy. He was also the medical director for the International SOS, the world's largest medical assistance company and for Adventist Health Systems, the second-largest not-for-profit medical system in the

world. Dr. Grundy is the president of the Patient-Centered Primary Care Collaborative and is an adjunct professor at the University of Utah's Department of Family and Preventive Medicine. Dr. Grundy was made an honorary member of the American Academy of Family. He has also received three Department of State Superior Honor Awards and four Department of State Meritorious Service Awards. While in the U.S. Air Force, Paul received the Defense Superior Service Award and The Defense Meritorious Service Medal.



CHERYL LARSON

Vice President, Midwest Business Group on Health

Cheryl Larson is Vice President of the Midwest Business Group on Health (MBGH) and manages the coalition's educational and networking activities, member services and partner relations. MBGH is a not-for-profit, 501(c)(3) educational and research organization of over 100 large, self-funded public and private employers who are represented by the human resources and health benefits professionals within these

organizations. This is her second time with MBGH—from 1983 to 1996 she served as the Director of Membership Development. Previous to rejoining MBGH in 2006, she spent 10 years as the Director of Employer Services for a population health management company. Cheryl serves on the board of directors of the Center for Health Value Innovation and was named a CHVI Fellow in 2010. She chairs the Worksite Wellness Steering Committee for Building a Healthier Chicago (BHC), a community-based initiative of the U.S. Department of Health & Human Services-Region V and the Chicago Department of Public Health. She serves on the advisory council for The Center for Employee Health Studies for the University of Illinois/Chicago School of Public Health and is on the editorial board for *Biotechnology Healthcare Magazine*. She is a frequent speaker on employer best practices in value-based benefits, incentives, wellness, consumerism, engagement, communications, and biologics/specialty pharmacy.



KEVIN LEWIS, MPP

Chief Executive Officer, Maine Community Health Options

Kevin Lewis, MPP, is the Chief Executive Officer of Maine Community Health Options, a Consumer Operated and Oriented Plan in formation with a mission to provide the greatest value of health care services to consumers through innovative plan design and payment models that support the transformation of the delivery of care, and directly involve consumers in the plan's formation and governance. Prior to launching MCHO,

Kevin was the CEO of the Maine Primary Care Association (MPCA) the statewide organization of Federally Qualified Health Centers (FQHCs) with a mission to increase access to primary care by advancing the strength and sustainability of health centers as the patient-centered safety net for the people of Maine. In this capacity, Kevin oversaw the doubling of capacity of FQHCs in Maine and initiated MPCA's data warehouse and its interface with the state's public health syndromic surveillance system and immunization information system. Mr. Lewis crafted Maine's new approach to regaining status as an universal immunization state and has been responsible for other improvements to advancing access to comprehensive primary and preventive care. Prior to joining MPCA in 2002, Kevin was the Director of Continuing Care at the Maine Hospital Association where he worked on prospective payment systems, benchmarking, patient satisfaction, and quality improvement in non-hospital settings. Kevin came to Maine from Wisconsin where he worked on a wide breadth of health and social policy issues as first a budget and policy analyst and then the legislative liaison for the Department of Health and Family Services. Kevin received his bachelor's degree from Dartmouth College, a Master's in Public Policy from the University of Michigan, is an alumnus of the Maine Leadership Program, the Hanley Center's

Health Leadership Development Program, and the UCLA/Johnson & Johnson Health Care Executive Program. Kevin lives in Winthrop with his wife and two daughters.



CARMEN HOOKER ODOM, MRP

President, Milbank Memorial Fund; Adjunct Professor, UNC School of Public Health

Ms. Hooker Odom is the President of Milbank Memorial Fund. She is also an Adjunct Professor at the UNC School of Public Health. Prior to joining the Fund, she was appointed the Secretary of the North Carolina Department of Health and Human Services by Governor Mike Easley. Before her appointment in 2001, she served as Vice President of Government Relations for Quintiles Transnational Corporation in Research Triangle Park and as the Group Vice President for Carolinas HealthCare System. She started her career at the Fund as a Project Officer. Prior to joining the Fund, Ms. Hooker Odom served as House Chairman of the Joint Committee on Health Care of the Massachusetts House of Representatives for nearly 11 years. As Chairman, she was the primary legislative author of both the 1991 Massachusetts comprehensive health reform legislation and the Children's Medical Security Plan, which targeted young children not covered by medical insurance. Ms. Hooker Odom also co-chaired the North Carolina Health Care Reform Commission and is currently a member of the North Carolina Institute of Medicine.



MICHAEL O'NEIL, MA

Senior Director, Product Innovation, Blue Shield of California

Michael joined Blue Shield of California in 1997 as a New Product Development Manager. Michael has 17 years of healthcare experience leading teams in strategy development, product innovation, strategic account management, and project implementation. Michael led the development and oversight of Blue Shield's innovative accountable care organization (ACO) pilot with Dignity Health Systems and Hill Physicians Medical Group in 2009/2010 and Blue Shield's market-changing product innovation, Blue Groove, launching in Sacramento in 2012. Prior to joining Blue Shield, Michael was a Healthcare Consultant at Quattro Consulting, a boutique agency specializing in product development and growth strategies for healthcare companies. Michael holds a BA degree from Dartmouth College and an MA from Stanford University.



DANA GELB SAFRAN, ScD

Senior Vice President, Performance Measurement & Improvement, Blue Cross Blue Shield of Massachusetts; Associate Professor of Medicine, Tufts University School of Medicine

Dana Gelb Safran is Senior Vice President for Performance Measurement and Improvement at Blue Cross Blue Shield of Massachusetts (BCBSMA) and is Associate Professor of Medicine at Tufts University School of Medicine. Prior to joining BCBSMA, she was Director of The Health Institute at Tufts-New England Medical Center's Institute for Clinical Research and Health Policy Studies (ICRHPS). Dr. Safran was a lead developer of the BCBSMA Alternative Quality Contract (AQC), a provider contract model with the goals of improving quality and outcomes while significantly slowing spending growth. The AQC includes robust performance incentives based on a broad set of validated clinical quality, outcome and patient experience measures and is widely viewed as real world accountable care organization model. Dr. Safran has contributed to the empirical basis towards a more patient-centered health care system and for developing measures of patient care experiences now used by medical boards as part of

their recertification process for physicians. Dr. Safran holds advisory positions with the National Committee for Quality Assurance (NCQA), the American Board of Internal Medicine (ABIM), and the American Medical Association's Physician Consortium for Performance Improvement (PCPI); board leadership positions with the Massachusetts Health Quality Partners and the Partnership for Health Care Excellence; and co-chairmanship of the Expert Panel on Performance Measurement and of the new ACO Center convened by the Patient Centered Primary Care Collaborative (PCPCC). Dr. Safran earned her masters and doctor of science degrees in Health Policy from the Harvard School of Public Health.



LEWIS G. SANDY, MD, FACP

Senior Vice President, Clinical Advancement, UnitedHealth Group

Lewis G. Sandy, MD, is Senior Vice President, Clinical Advancement, UnitedHealth Group, a Fortune 25 diversified health and well-being company dedicated to helping people live healthier lives. At UnitedHealth Group he focuses on clinical innovation, payment/delivery reforms to modernize our health care system, and physician collaboration. He also is a principal in the UnitedHealth Center for Health Reform and Modernization, with a focus on payment/delivery innovation and policy. From 2003 to 2007, he was executive vice president and Chief Medical Officer of UnitedHealthcare, UnitedHealth Group's largest business focusing on the employer/individual health benefits market. From 1997 to 2003, he was executive vice president of The Robert Wood Johnson Foundation. At RWJF, he was responsible for the Foundation's program development and management, strategic planning and administrative operations. Prior to this, Dr. Sandy was a program vice president of the Foundation, focusing on the Foundation's workforce, health policy, and chronic care initiatives. An internist and former health center medical director at the Harvard Community Health Plan in Boston, Massachusetts, Dr. Sandy received his BS and MD degrees from the University of Michigan and an MBA degree from Stanford University. A former RWJF Clinical Scholar and Clinical Fellow in Medicine at the University of California, San Francisco, Dr. Sandy served his internship and residency at the Beth Israel Hospital in Boston. He is a Senior Fellow of the University of Minnesota School of Public Health, Department of Health Policy and Management.

The V-BID Center would like to thank this year's Summit sponsors for their support.





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