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Mindtree's

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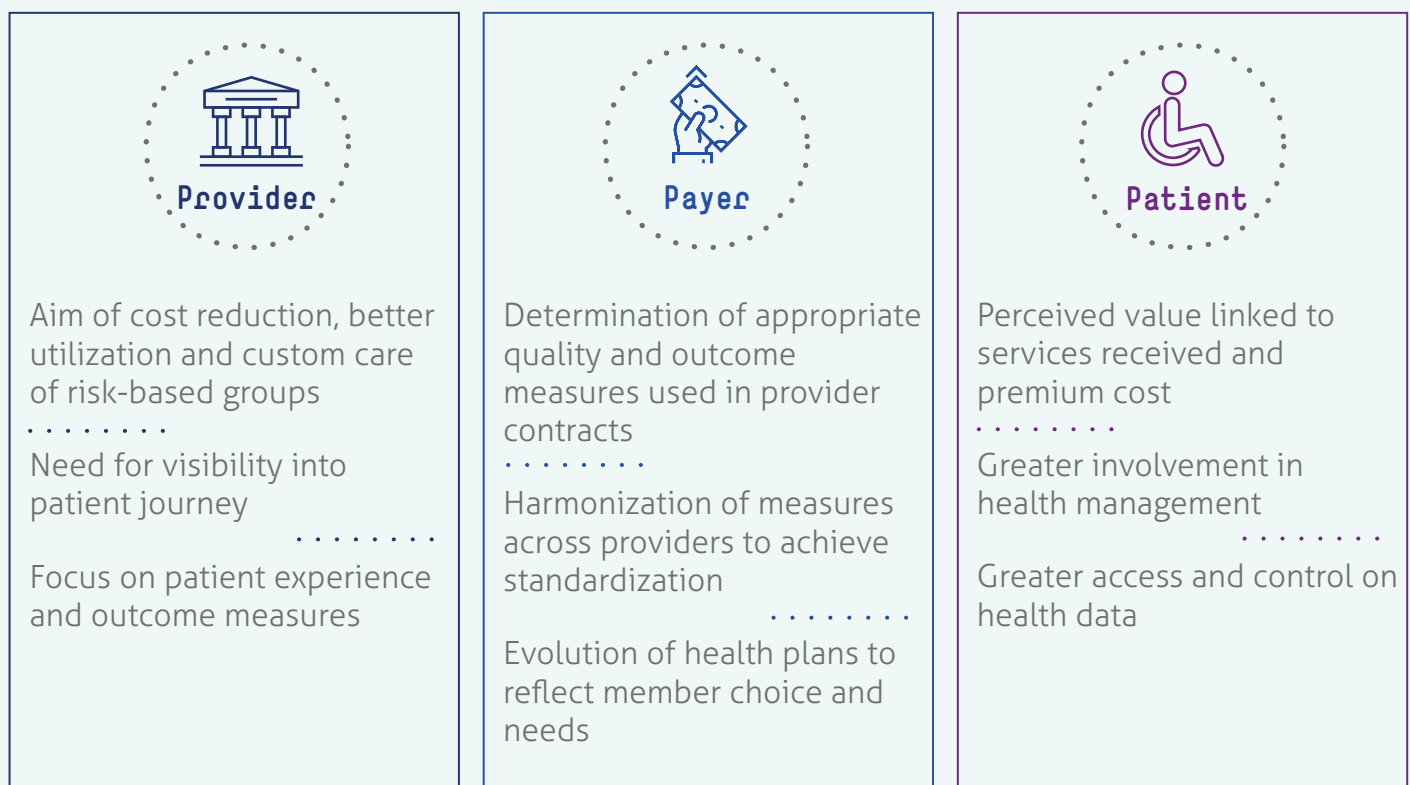
Enable
m**p**ower
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strategy to accelerate **value-based care** adoption

Value-based care (VBC) has been in the healthcare vocabulary ever since Michael Porter and Elizabeth Olmsted Teisberg introduced the concept in their book "Redefining Health Care" in 2006. While CMS (Centers for Medicare and Medicaid Services) piloted initiatives as far back as 2005 wherein payments were linked to quality outcomes, VBC initiatives grew after the Affordable Care Act was passed . Despite a decade and half of various VBC initiatives, the shift from volume to a focus on value is still underway, with partial progress in the form of value-based payment initiatives that have a systematic approach to improving quality, controlling costs, and increasing satisfaction.

Although participation in value-based payments is on the rise, adoption is lagging compared to goals and benchmarks set by the Secretary of Health and Human Services. Moreover, the complexity of existing alternative payment models and the ease of the traditional fee-for-service model hinder the adoption of contracts that are full-risk bearing.

Value-based care and the implications to stakeholders

Value-based contracts are risk-sharing agreements between payers, providers and PBMs

Provider

Aim of cost reduction, better utilization and custom care of risk-based groups

Need for visibility into patient journey

Focus on patient experience and outcome measures

Payer

Determination of appropriate quality and outcome measures used in provider contracts

Harmonization of measures across providers to achieve standardization

Evolution of health plans to reflect member choice and needs

Patient

Perceived value linked to services received and premium cost

Greater involvement in health management

Greater access and control on health data

Price, outcome measures, patient experience, pricing transparency, and product choice are key considerations in the design of value-based contracts.

Benefits of value-based care include less financial burden and enhanced experience for patients, improved care utilization, and a reduced healthcare burden on society

While each stakeholder may have conflicting interests, the overall value of value-based care is the improvement of health outcomes and reduction of cost of care at a population level. For example, value-based care is important for payers to achieve medical cost optimization whereas the reimbursements incentivize providers, hospitals, and physicians to deliver outcomes and help achieve enhanced patient experience. Finally, patients seek better outcomes, experience and convenience.

Challenges of adopting a value-based care model

Transition from fee-for-service model

- Initiating and developing a strategy for the transition
- Identifying the initial models to be adopted
- Driving stakeholder participation

Transition to performance-based programs

- Implementing the first performance-based programs
- Connecting and engaging with the population
- Collecting and analyzing relevant data for performance evaluation

Data-driven approach to bundles & episodes service line programs

- Choosing the appropriate episodes to implement service line programs
- Managing costs of care and reducing care gaps
- Utilizing data to evaluate the transition and refine the transformation journey

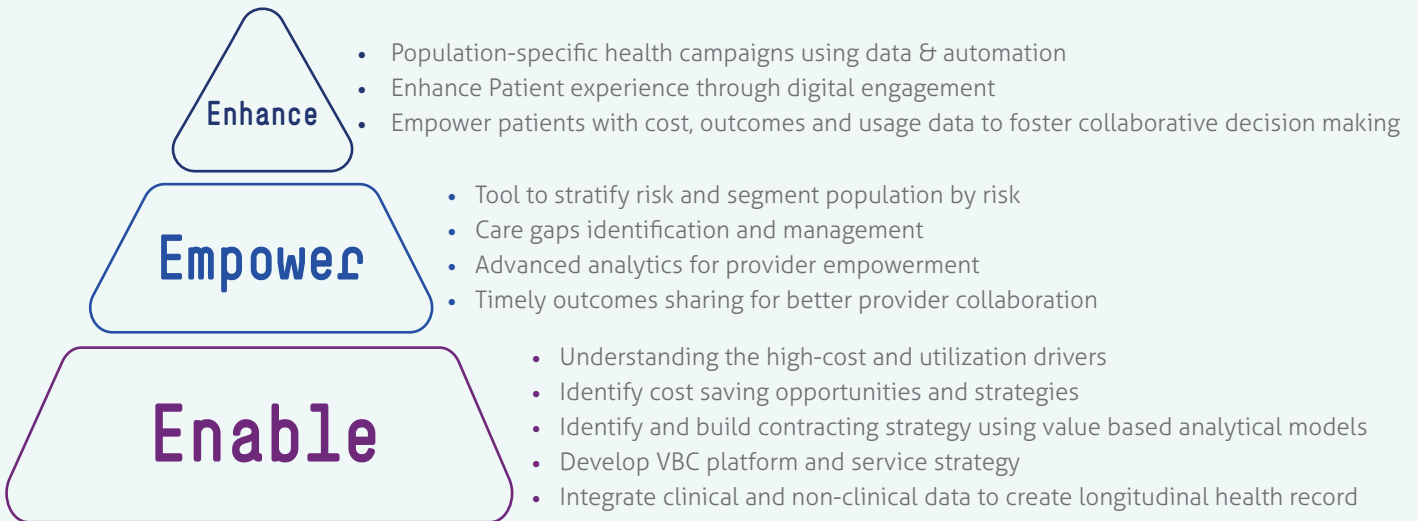### Manage population through accountable care programs

- Identifying and managing the composition of attributed population
- Managing the health of attributed population
- Analyzing and reporting performance against value-based contracts

Mindtree's phased and successful approach for value-based care (VBC)

Mindtree's unique approach of **Enable-Empower-Enhance** is a well-conceived, implemented and delivered strategy. It enables organizations to build innovative VBC models and new contracts, empowers providers and patient communities with the right tools to understand the individual and population care gaps, and enhances the ability to engage real-time to make the right decisions at the right time for better outcomes.

Mindtree's phased and successful approach for VBC

Enhance
- Population-specific health campaigns using data & automation
- Enhance Patient experience through digital engagement
- Empower patients with cost, outcomes and usage data to foster collaborative decision making

Empower
- Tool to stratify risk and segment population by risk
- Care gaps identification and management
- Advanced analytics for provider empowerment
- Timely outcomes sharing for better provider collaboration

Enable
- Understanding the high-cost and utilization drivers
- Identify cost saving opportunities and strategies
- Identify and build contracting strategy using value based analytical models
- Develop VBC platform and service strategy
- Integrate clinical and non-clinical data to create longitudinal health record

"Enabling" organizations to build innovative VBC models and new contracts

Our 'enable' service includes identifying the cost drivers of your organization, identifying the maturity level, and building a robust strategy to enable the organization from strategy, approach, technology, and workforce standpoints. We can define new contract strategies, optimize your medical costs, identify and recommend new networks to be built, and help you onboard those new networks quickly. Mindtree can help with new care model design or redesign, optimization, and implementation. We help you build a new care coordinator team by providing the necessary training and certifications.

Product & Service Strategy Offerings to enable VBC

Applying our focus areas to helping clients navigate value-based care

Service design strategy
- Persona and disease-based contact centers serving employees, patients and members
- Customized care coordination and care management service design
- Clinical workflow process redesign

Business transformation strategy
- Value-based transformation roadmap
- Risk-sharing readiness assessment and value-based contract design
- Clinical workflow process redesign
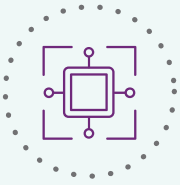
User experience strategy

- Unified approach spanning strategy, process, and technology for customized and targeted initiatives

- Patient/ member journey mapping and persona design

Product framework strategy

- Vendor/ tool evaluation for value-based care

- Rationalization to ensure a simple, streamlined, and consistent ecosystem leveraging CRM to interact, analyze and differentiate across the ecosystem of apps/products.

"Empowering" providers and patient communities with the right tools

Mindtree's robust solution empowers:

Payers	Providers	Employers	Pharmaceutical and medical device companies
To understand the utilization and trends to evaluate primary care and specialty performances and optimize contracts with networks. It also helps with advanced risk stratification and chase lists to improve population health.	With total cost of care view across LOBs, contracts, physician panels, and provider types to cut costs and focus on revenue growth, service expansion, and help grow non-premium and premium revenues.	With visibility into total cost of care and levers to manage design for better benefits, improved convenience, and beneficiary satisfaction scores. The insights gained can be used for direct contracts with high-performing providers and Centers of Excellence (COEs).	To develop value-based payment contracts with payers and providers. Identify potential patient segments and beneficiaries for drug therapy, diagnostics, or device usage, while increasing efficacy and ROI of investments.

"Enhancing" the ability to engage real-time

Patient engagement tools should focus on empowerment and engagement, participate in decision-making, collaborate with physicians anytime and anywhere, and deliver enhanced experience and outcomes. Our approach to 'enhance experience' solutions addresses each of these items and is focused towards both patients and provider communities. Mindtree with its experience design capabilities co-created Digital Front Door apps for payers and providers.

Mindtree's approach is also to deliver some or all these services through its call center engagement and campaign ops services. With its emerging digital solution capabilities, Mindtree delivers Augmented Reality (AR) and Virtual Reality (VR) gamification applications to address mental and behavioral health solutions.

Patient/ Member Engagement Solutions

Patient Engagement tools should focus on empowerment, participate in decision making, collaborate with physicians any time and any where and deliver enhanced experience and outcomes

Digital Front Door

- Targeted outreach and personalized campaigns
- Patient/ member education and resources
- Logitudinal Health Record view
- Self-service and sign-in apps, kiosks
- Chat, email, IVFR support

Connected health

- Remote monitoring
- Telehealth and telemedicine
- Provider engagement through chat/messaging
- Patient reported outcome diaries

Call center engagement services

- Call and enquiry management
- Benefits and eligibility management
- Care coordination and medical referral services
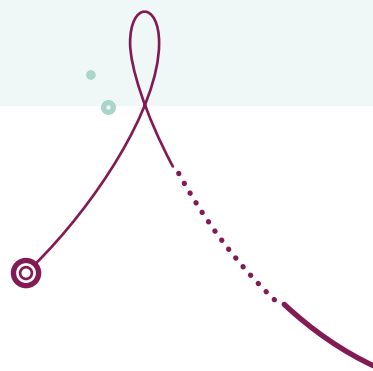- Scheduling and appointment reminders

Apps and portals

- Disease management apps and portals
- Wellness and health management tools
- AR/VR gamification tools

Success stories

More than 50% of doctor, urgent care, and ER visits are handled over video chat. Development and maintenance of an app that helps get personalized health reminders and virtual visits for one of the **largest not-for-profit health consortiums.**

10-15% growth in **value-based pricing (VBP)** membership for 2022 across all lines of business for an **integrated health system.**

$32.3M cost saving opportunities to improve overall financial performance and medical management of employees for self insured US employer.

About the authors

Amar Prasad
General Manager and Healthcare Industry Solutions Leader

Amar brings a unique mixture of payer, provider, and health tech experience with prior stints at Kaiser Permanente, United Health and Wipro. Amar is passionate about the role of technology in healthcare and initiatives that enhance patient care, provide operational benefits, integrate clinician & non-clinical systems, and reduce cost of care.

Suresh Perichetla
General Manager and Payer Solutions Leader

Suresh is Healthcare Solutions leader with over 22 years of experience in Payer and Provider markets. Suresh is instrumental in envisioning, solutioning and implementing digital solutions to Fortune 500 clients in US and worldwide to address their journeys in Cost optimization, value-based care, digital engagement, and Enterprise analytics.

About Mindtree

Mindtree [NSE: MINDTREE] is a global technology consulting and IT services company that enables enterprises across industries to drive superior competitive advantage, customer experiences and business outcomes by harnessing digital and cloud technologies. A digital transformation partner to more than 275 of the world's most pioneering enterprises, Mindtree brings extensive domain, technology and consulting expertise to help reimagine business models, accelerate innovation and maximize growth. As a socially and environmentally responsible business, Mindtree is focused on growth as well as sustainability in building long-term stakeholder value. Powered by more than 35,000 talented and entrepreneurial professionals across 24 countries, Mindtree — a Larsen & Toubro Group company — is consistently recognized among the best places to work.

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