

Creating a Fully- Integrated Healthcare Environment

Orion Health Case Study:
Horizon Blue Cross Blue
Shield of New Jersey

**Newark, New Jersey,
United States**

www.horizonblue.com



Horizon Blue Cross Blue Shield of New Jersey



The Customer

Horizon Blue Cross Blue Shield of New Jersey (Horizon) is a major insurer covering half of New Jersey's commercial market and serving 3.6 million members, including the largest single-state Blue Cross Blue Shield managed-Medicaid program in the country. Reflecting Horizon's deep commitment to healthcare industry transformation, more than two million members receive care in value-based settings. Most of those participate in four key value programs across the spectrum of acute, primary and specialty care:

- 7 Strategic Alliance Partners
- 200+ Patient Centered Medical Homes
- 19 ACOs
- 100+ Episodes of Care programs

These programs currently operate in a variety of reimbursement models, including shared risk, shared savings, case rate, and other models.

Strategic Objectives and Directions

A chief strategic aim for Horizon is “to bring a fully integrated delivery approach to a currently unintegrated environment,” said Joe O’Hara, Director, Healthcare Marketplace Innovations. Despite consolidation that has produced three large health systems in New Jersey, the level of data availability and exchange needed to optimize value is still lacking. Horizon is driving “virtual integration” through a combination of technology, process, and incentives. Horizon’s goals include creation of a comprehensive medical record and employing analytics against rich data sets to identify highly focused population cohorts and help create consistent, individual care plans. Horizon believes it is uniquely positioned to realize this vision since, as O’Hara notes, “Insurers hold the most credible longitudinal medical record for every member and are in a position to make it available at the point of care, no matter where their members decide to receive services.”

Primary Challenges

Creating a truly integrated environment is complex and requires addressing several critical challenges:

Encounter-Based System

Healthcare relies on caregivers gathering and consuming patient information in individual encounters. A complete record is typically not available upfront, and the resulting encounter data often remains disaggregated. This workflow inhibits care coordination.

Entrenched Data Silos

Though progress has been made, data needed to build a longitudinal patient record still resides in numerous non-integrated databases. The complexity exists on various levels, as O’Hara summarizes: “We see multiple EMRs across multiple sites across multiple types of providers.” Achieving data quality and robust information sharing is difficult in this siloed landscape.

Care Moving Beyond the Hospital

Healthcare’s traditional hospital-centric delivery model is giving way to one in which treatment occurs in outpatient settings and, increasingly, in the community and at home. That trend is boosting the volume of information substantially, adding many new data elements that must be captured, and introducing different requirements for data use.

Clinical Adoption

Data availability is necessary but not sufficient to get providers to use it consistently and effectively. Driving adoption involves data management that integrates with EMRs, matches caregiver workflows, and applies to all patients, not just ones covered by a particular insurer.

Financial Pressures

As they struggle with cost pressure induced by value-based reimbursement and other market factors, hospitals and health systems continue to emphasize revenue growth sufficient to cover

their fixed costs and debt service. At the same time, they need higher margin business, and Horizon believes it must demonstrate to its partners the margin enhancements emerging care management approaches offer.

Horizon’s Value Strategy

To realize its ambitious goals and promote meaningful integration, Horizon is successfully executing a strategy featuring several cornerstone initiatives:

- Intensive partnership with seven leading health systems who together represent a “state-wide network of optimal care delivery.” These high-impact systems are in the vanguard of population health management in their communities.
- Provision to these partners of indispensable technology infrastructure, analytics and niche solutions.
- Strong financial and product customization incentives for partners to utilize its platform and align financial goals.

Building The Right Foundation with Orion Health

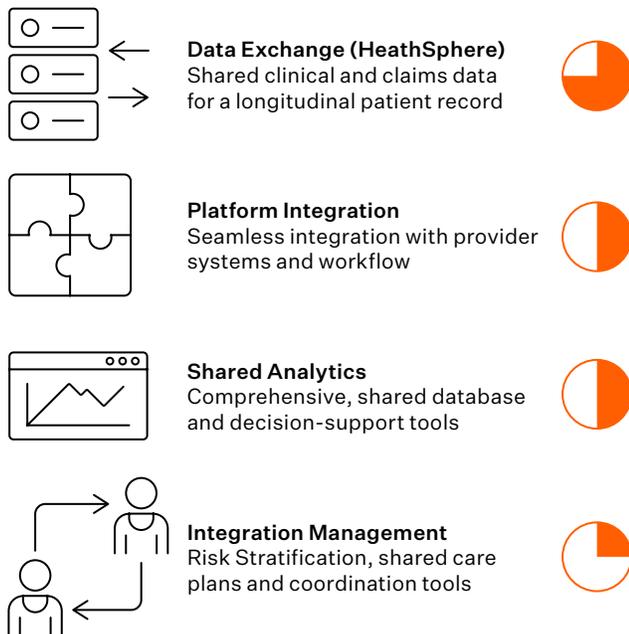


Figure 1

Horizon’s strategy rests on a critical foundation: A robust technology platform capable of highly flexible data management at scale. The four components of the company’s Value Technology Platform are displayed in Figure 1.

Horizon selected Orion Health’s Amadeus platform and solutions to power the HealthSphere data repository and health information exchange core. Orion Health met vital success requirements:

Strong Integration

Orion Health’s Amadeus is an innovative platform comprised of best in class partner integrations; Rhapsody and Nextgate Matchmetrix alongside big-data technologies in the AWS cloud. This combination enables reliable integration with a wide range of systems. That is critical in Joe O’Hara’s view: “It is imperative that we consolidate clinical, claims and other data fed from a variety of databases to create a longitudinal patient record. Mismatched payer and provider data poses both a standard of care and financial risk.” Amadeus has an Open API model that “gives us tremendous flexibility to manage diverse information sources,” O’Hara adds.

Convenient, Timely Data Access and View

The Orion Health Clinical Portal allows HealthSphere users to access and view information when and how they want with real-time capability.

Massive Scalability

Horizon’s analytics requirements necessitate ever-expanding amounts of data. Orion Health’s data management platform is designed for such scalability and has been relied upon by organizations for years to handle the most demanding needs. It is also hosted on Amazon Web Services to take full advantage of cloud capabilities. Horizon sees considerable near-term expansion in the form of more granular data to deliver personalized care and non-traditional social determinants of health data. Amadeus uses a distributed architecture, the performance

of Cassandra™, Spark™, and Elasticsearch™ software, and powerful custom data modeling to handle massive volumes of high velocity data.

Future Proofing

Horizon takes a long-term perspective and values Orion Health’s vision, roadmap, and demonstrated ability to innovate. Joe O’Hara noted that “the scope of emerging data demands will be exponential and could be overwhelming” without a robust platform such as Amadeus. Horizon is tracking several trends:

- **Wearables and Sensors** will generate a high-volume, real-time stream of valuable monitoring data.
- **Genomic Data** creates huge files that can be in the terabyte size range. Horizon knows that personalized medicine will be dependent on genetic profiling.
- **Highly Individualized Medicine** in which analytics reach new levels to “calculate the probability of success for each of the specific patient’s treatment options,” according to O’Hara.

Orion Health’s Amadeus platform “future-proofs” healthcare organizations by managing data that is:

- Curated from multiple sources
- High-volume and continuous
- In various formats that must be normalized
- Dynamic and changing
- Accesible via Open and FHIR Standard APIs

Benefits Achieved

Leveraging Orion’s technology, Horizon is meeting its strategic objectives and achieving multiple benefits, including:

- Enhanced payer-provider collaboration. Horizon and its partners are consolidating pertinent clinical and claims information

to build a reliable, quality, comprehensive medical record for each member.

- Accelerating progress toward value-based care and full-risk partnerships. Horizon’s member participation in value programs has generated many positive results, as the metrics in Figure 2 indicate.
- Cost savings from patients receiving the right treatments the first time. Analytics-driven care plans have reduced rejected or duplicated treatments. Such savings are especially significant in managing expensive treatments such as cancer therapy.

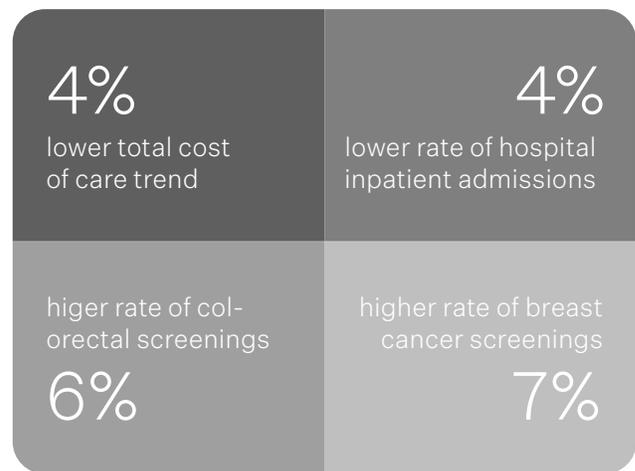


Figure 2

- Leading the move towards interoperability through Open APIs and FHIR Standard APIs required for upcoming Interoperability regulations.

Future Directions

As Horizon serves ever more complex member and partner needs on the path to value-based care, it anticipates working closely with Orion Health to incorporate Amadeus solution components in population health management, analytics, and care management. That will help Horizon maintain its leadership in value-based care and orchestrate care at scale.

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