



PROVIDER INSIDER



SENIOR WHOLE HEALTH

Simple. Secure. Independent.

CEO Message



Federal health care reform became law six months ago. The new law encourages the development of and experimentation with Accountable Care Organizations (ACO) and Medical Homes. It is anticipated that these new structures will reduce the rise in health care costs and improve quality by grouping providers together in a global payment structure. So far that promise is theoretical.

At Senior Whole Health we feel we are an ACO and we are a Medical Home. As the discussion deepens about how to implement ACOs and Medical Homes, I seriously believe SWH offers valuable lessons for these new structures. They will require collaborative relationships among providers of all specialties, patients, and the entities paying the bill, if they are to fulfill their promise.

A Medical Home assumes a patient's

primary care physician is the site of the home and the PCP will be given new resources and incentives to manage and integrate care across the provider spectrum. At SWH, the relationship between the patient's SWH Nurse Care Manager and the patient's PCP is in reality a Medical Home. These professional partners have all the resources to provide care, refer for care, coordinate care, and authorize payment for care across the vast panorama of providers that define the modern health care delivery system including specialists, acute inpatient care hospitals, home health services, prescription drugs, skilled nursing, long term care services and so on. In the existing environment, there is no other example of such total integration of care and consolidation of resources to pay for all care as SWH is able to offer its members.

With this care management partnership of the SWH Nurse Care Manager and the PCP, SWH is an Accountable Care Organization. First, SWH is accountable for the financial consequences of our provider partners because we assume risk in accepting global payments from Medicare and Medicaid. We track and report the performance of our providers and our administrative processes across the entire plan. As we grow and represent a meaningful

number of patients in a PCP practice, nursing home, or vertical delivery system we can delegate financial risk to the providers or increase accountability closest to the delivery of care to patients.

What lessons have we learned that we can share with policy makers and planners implementing these new structures?

- The relationship between all parties must be transparent and built on mutual trust.
- Reimbursement has to be aligned so incentives for efficiency are shared by all parties.
- Patients must be active participants, as much as their health status allows, in organizing and arranging care.
- Care must be integrated among all parties which means information needs to be shared widely within privacy guidelines.

At Senior Whole Health, we believe you can glimpse the brave new world by looking at integrated care management as practiced at Senior Whole Health. Thanks to all our participating providers for joining with us in this learning experience.

John Baackes

Meet Our Director of Client Services – Judy Klein

Judy Klein is the proud leader of the Client Services Department. Client Services is charged with providing customer service, benefit education, health and wellness education, caregiver training/programming and MassHealth retention outreach to our members and their families. In addition, Judy and her staff hold primary responsibility for program management of the contracted Aging Services Access Points (ASAPs), our elder services partners who conduct in-home comprehensive assessments and coordinate the provision of home and community-based services for our members.

Joining SWH in 2007, Judy brought a wealth of experience to the company regarding the elder services network in Massachusetts with an emphasis on ASAPs and Home and Community based Waiver programs. Prior to SWH, Judy spent the previous 25+ years working in the ASAP system, starting off as a Case Manager and later serving in Supervisory, Program Development and Director positions. Judy also served in various positions at the Executive



Office of Elder Affairs including the position of Coordination of Care Director. Judy's insight into the elder services world has enabled SWH to become better partners with the ASAPs and work collaboratively to maximize our strengths in best serving our members.

Judy and her team have developed excellent working relationships with other departments within the organization. These relationships allow the Client Services team to work cooperatively and collaboratively to resolve member issues. Whether a prescription did not go through at the pharmacy, a member received a bill, or a

provider needed to be found for the member, the Client Services team has strong interdepartmental relationships to quickly resolve member issues resulting in SWH's proven high customer service satisfaction.

Judy's many years of experience working with and for low-income elders has provided her with a strong sense of what works and what will not work for SWH members. In reviewing member materials, new programming, and operational and regulatory changes Judy takes an advocate's approach of what makes the most sense for members.

In 2010 the Client Services Department successfully conducted a series of trainings across the SWH service area entitled "The Caregiver's Guide to Elder Law," developed and implemented the first Healthcare Management and Advocacy Certificate program for Client Services staff, and sponsored a much lauded statewide recognition and educational conference for our ASAP partners. Great job, Judy!

SWH and SVC Team-Up for Ground-Breaking Healthcare Training



Advocacy Certificate Program designed especially for Senior Whole Health Community Resource Coordinators (CRC). The curriculum included an overview of the healthcare system including financing, diversity and cultural competency, aging issues, healthcare planning and

In July 2010, Senior Whole Health partnered with Southern Vermont College, located in Bennington, Vermont to host the first Healthcare Management and

law, assessment, interviewing, and communication skills. Twenty-one SWH CRCs representing both SWH Massachusetts and New York offices successfully completed the program and were awarded certificates.

At SWH, CRCs answer member calls, educate members on benefits, and work directly with the SWH Case Managers, providers, and community service organizations to ensure that members have access to the range of supportive services needed to promote optimal functioning and quality of life. After completing the Health Care Management and Advocacy Certificate Program, staff reported that they gained additional expertise and tools to best serve our members.

A Champion in Health Care

Dr. Kathleen Bennett, SWH CMO, operates under a simple philosophy passed down by her mother: 'There but for the grace of God go I.'

"I do believe in that expression and know that very little separates us from those far less fortunate," she said. "I have seen it up close my entire career."

Much of Dr. Bennett's 20+ year career has been spent caring for underserved and disadvantaged patients. She began practicing as a PCP at Upham's Corner Health Center, where she worked hard to provide the best clinical care, as well as policy improvements. During that time, she supplemented her health center experience by working in other clinical settings, including the emergency department at Cook County Hospital in Chicago.

In 2006 she brought her vast knowledge and her caring heart to SWH where she says her work has very strong results. "This is the most gratification I've ever had in terms of managed care because it is a small



plan and the results of my work are very tangible."

Dr. Bennett was recently named a Champion in Health Care by the *Boston Business Journal*. The SWH team is both honored and privileged to have her with us. Dr. Bennett's compassion for her patients and our members is inspiring and heart-warming. Congratulations to our **Champion!**

Quality Cues

In preparation for 2011, the SWH Quality Department would like to remind practitioners of several contract requirements, namely:

- I. The obligation to have mechanisms in place to ensure access to emergency and after-hours care as follows:
 - PCPs shall ensure 24-hours-a-day/ 7 days-a-week access to physician consultation, at least by telephone.
 - All health care practitioners must have arrangements with covering health care practitioners to provide

or arrange for the provision of Medically Necessary Provider Services.

- II. The obligation to notify SWH of any changes to their office location(s), hours of operation, languages spoken or other pertinent practice attributes.
- III. The obligation to maintain patient medical records according to contracted requirements for completeness, confidentiality and security. Copies of pertinent medication record documentation and security/confidentiality standards are available upon request.

Important Information Regarding Chiropractic Services

Effective January 1, 2011, SWH will only reimburse chiropractors who are contracted and credentialed with SWH. Furthermore, as MassHealth and Medicare eligible beneficiaries, SWH members cannot be billed directly for Covered Services.

If your practice is already contracted with SWH, please keep in mind that any practitioners billing under your group contract must be credentialed with SWH or the group will not be reimbursed for their services. If you are contracted as an individual practitioner, services rendered by any other practitioner may not be billed under your contract.

The credentialing process can take up to three months. Therefore, it is important that you complete and return any outstanding credentialing packets for practitioners in your group as soon as possible.

If your practice is not contracted with SWH, please contact us immediately to start the credentialing and contracting process.

Should you have questions about the benefit or need credentialing materials, please contact Provider Relations at 617-494-5353.



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We are on the web at
www.seniorwholehealth.com

SWH Provider Recognized for Quality and Patient Safety

Congratulations to Southcoast Hospitals Group for earning the 2010 HealthGrades Patient Safety Excellence Award. This national award is given to hospitals that have high overall performance and demonstrate low patient safety incidence rates.

Through our partnership with Southcoast Hospitals Group, SWH members receive exemplary

healthcare, and members know that SWH network providers truly care about their overall health. This is illustrated by the fact that Southcoast Hospitals Group is ranked in the top five percent of all hospitals in the nation and that they have experienced forty-three percent fewer patient safety incidents when compared with their peers.

Kudos to Southcoast Hospitals Group!

New and Improved SWH Provider Manual Soon to be Available Online

SWH is pleased to announce its newly designed and updated Provider Manual.

This manual will soon be available online at www.seniorwholehealth.com. Upon entering the site, choose the Massachusetts option, and then select Providers and ASAPs on the menu bar.

Questions and feedback about the manual are always welcome. Please contact Provider Relations at 617-494-5353.

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