



Why You Need a Project Management Office to Realize Your Value-Based Payment Strategy

September 21, 2021

Introducing Our Presenters



Allen Miller
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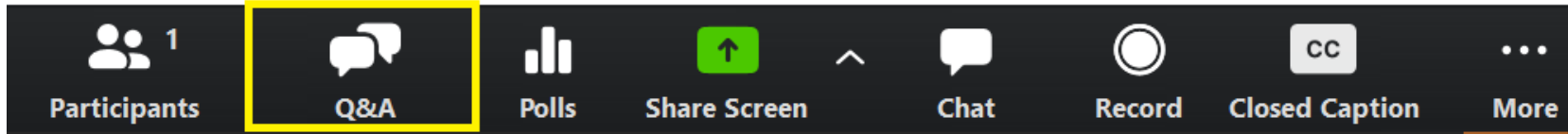
PR Harbin
Vice President



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Partners
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Housekeeping

- Please enter questions through the Q&A feature in Zoom (screenshot below), and we will answer questions at the end
- You may also email questions directly to info@copehealthsolutions.com



- Attendees will receive a PDF copy of the presentation, a link to the recording and a written Q&A
- After the presentation, COPE Health Solutions will send out a brief survey—we'd greatly appreciate you sharing any comments or feedback!

Agenda

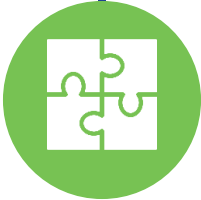
5 Moving to Value-Based Risk Model

13 The Need for a PMO

19 A Client's Perspective

23 Key Takeaways

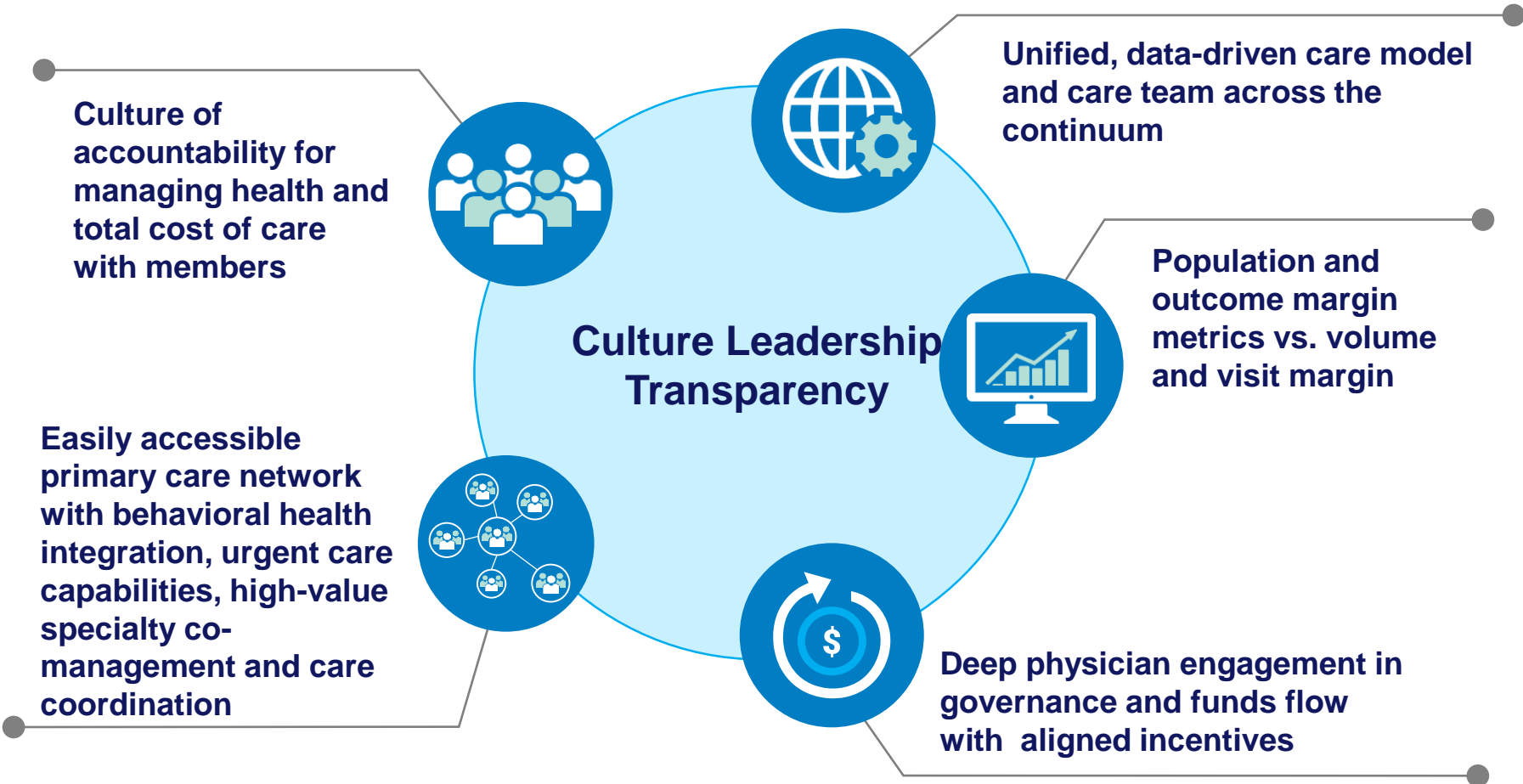
24 Question & Answer



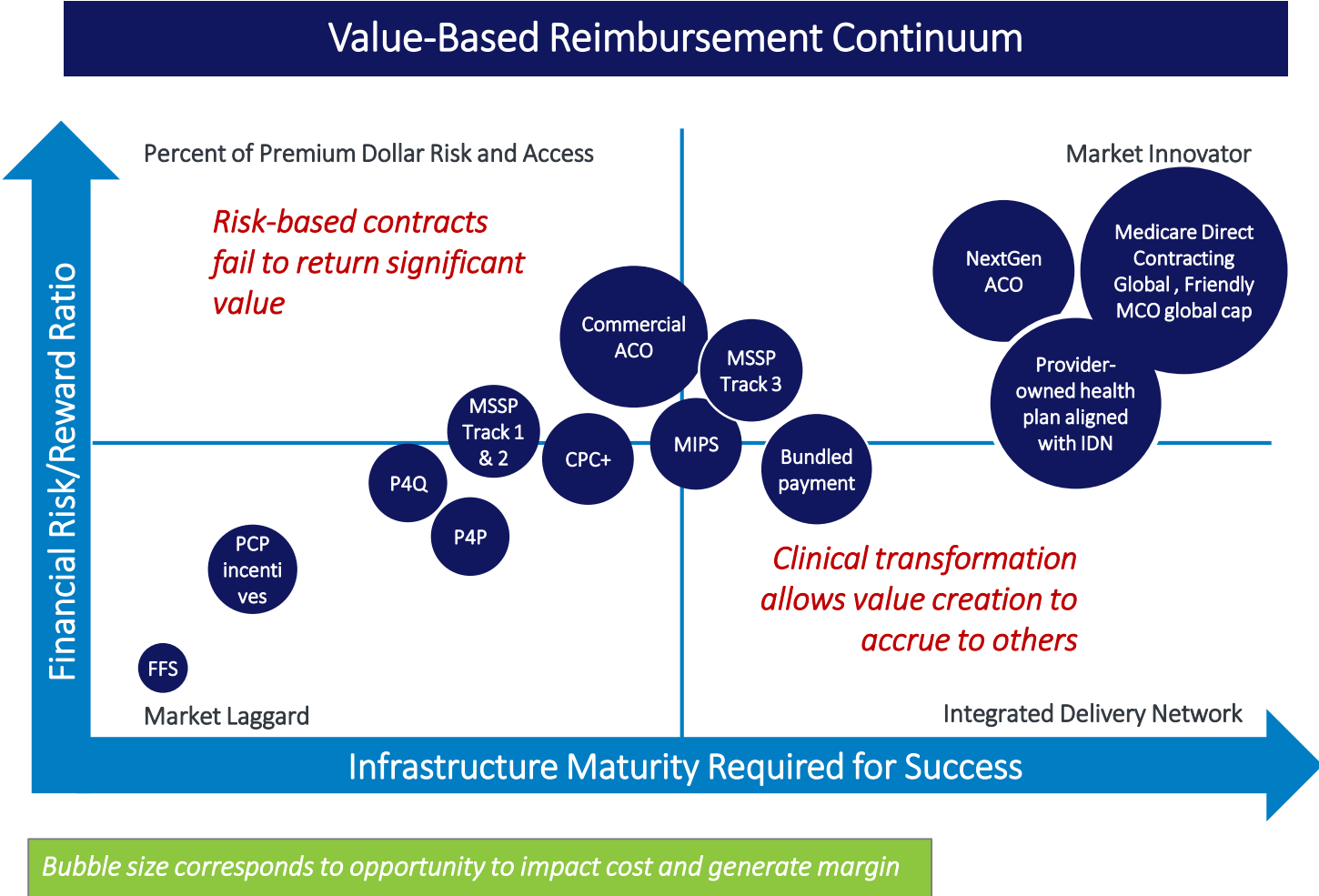
Moving to Value-Based Risk Model

Value-Based Payment Critical Success Factors

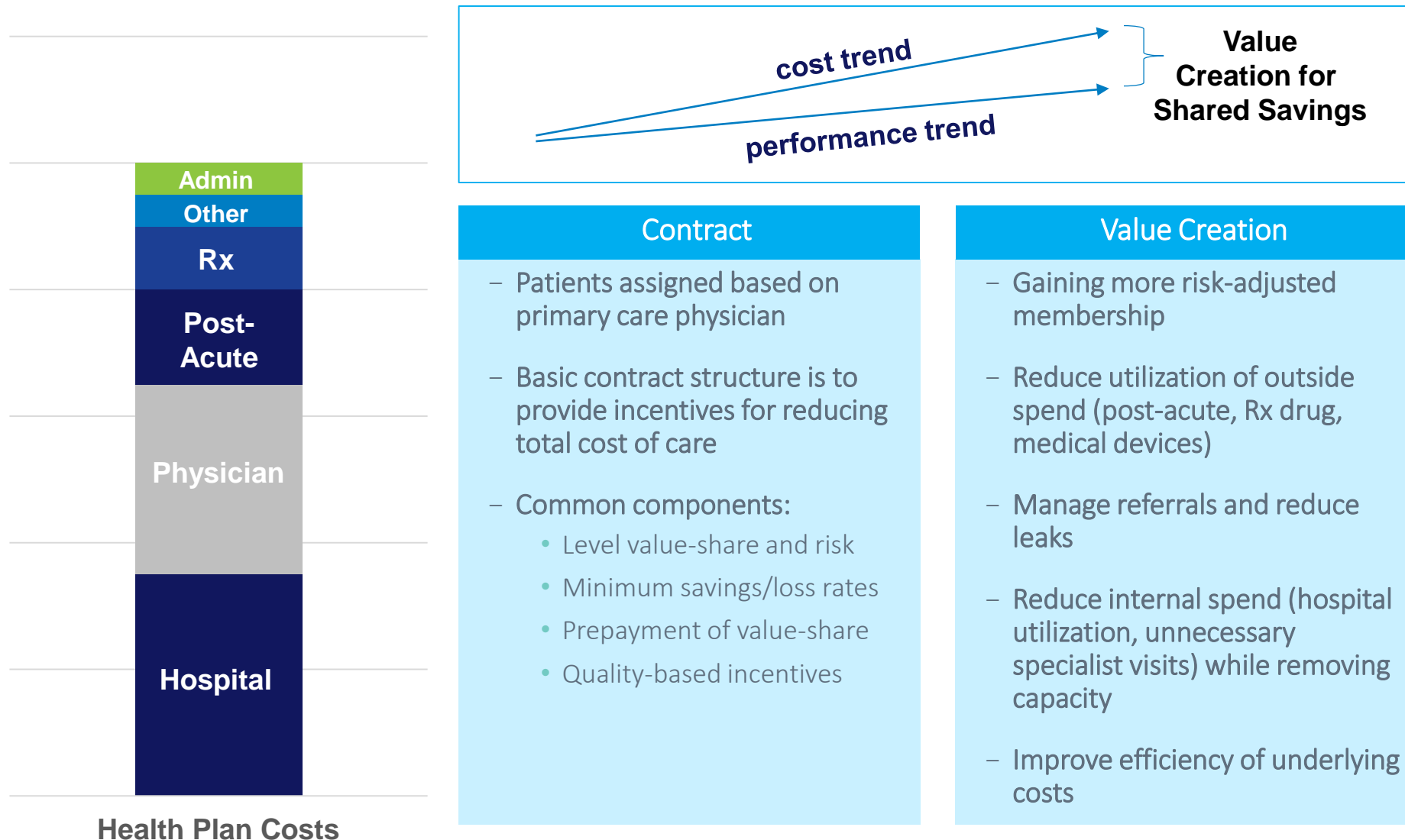
Fundamental design principles for Downside or Global Risk



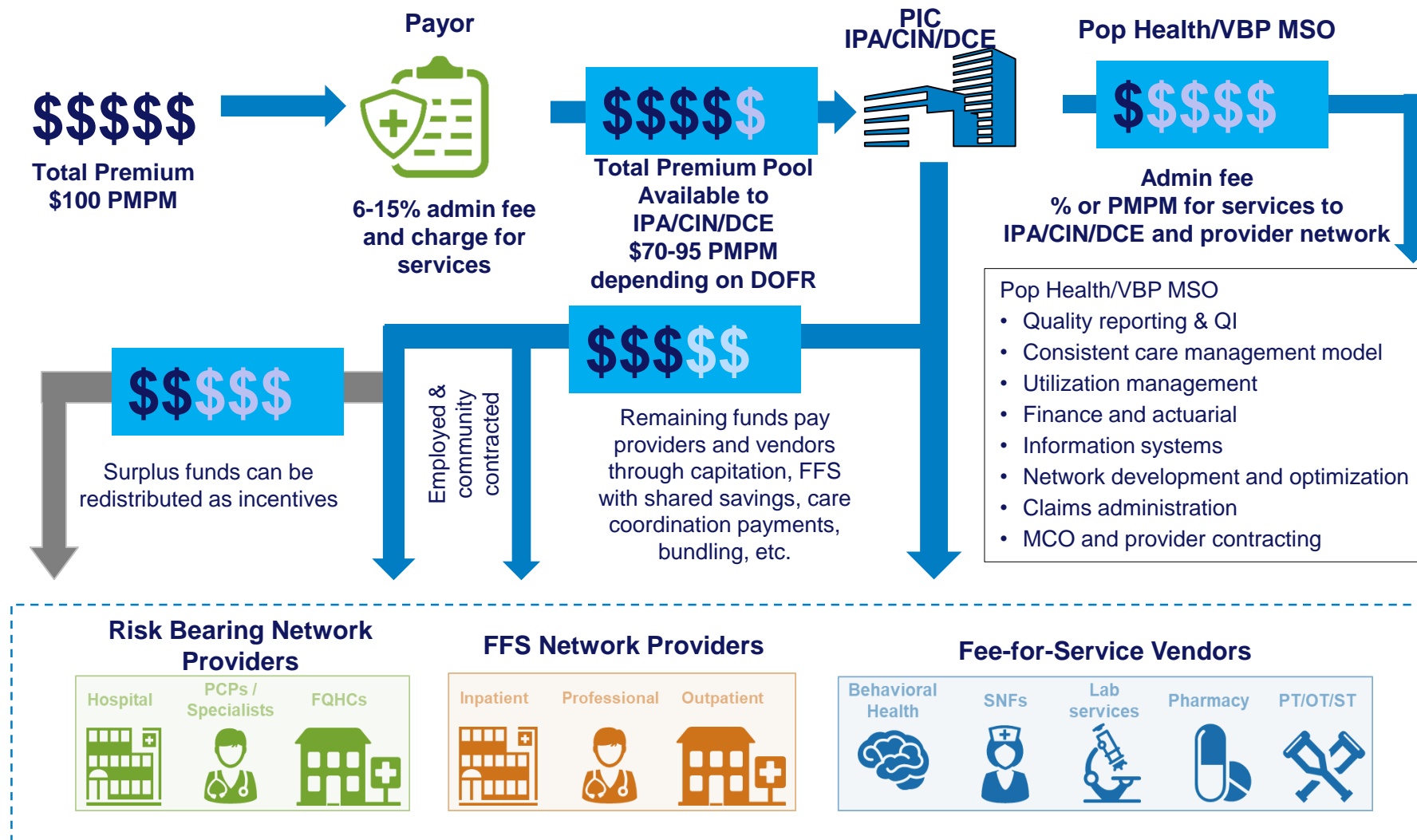
The Risk Continuum



Basic Value-Based Payment Contracting Construct



Global Capitation Flow – MDC Global or Friendly Health Plan



MSO Co-Source Division of Responsibility (DOR)

Functional categories are used to define roles of COPE Health Solutions and Client for each MSO service

Governance

Governance/board of managers of the MSO responsible for high level strategies and budget of the organization.

Management

Management or supervisory functions for each service area made up of Director/Sr. Directors or Vice Presidents depending on the size and complexity of the MSO.

Operations

Day to day operations of each service made up of staff and processes to manage workflows and transformations of the function

Data

Centralized data management and analytics services aggregating, transforming and developing dashboards using data generated across service areas including but not limited to claims, financial, quality and cost data

Technology






Software and hardware requirements for each service.

Administrative Overhead

The functions under this category include building lease, utilities, supplies, office equipment, etc.

DOR – Defining Engagement Level for Each Functional Category

Levels of engagement define the level of COPE Health Solutions involvement for each MSO Service + Functional Category Combination

	<h2>Joint Representation</h2> <p>Applicable only to the governance functional category where both, representatives from COPE Health Solutions and client will work together on key decisions and approvals of the MSO.</p>
	<h2>Delegation</h2> <p>Full delegation of the functional category of a given service. May include both staffing and non-staffing expenses incurred and managed by COPE Health Solutions and billed to client.</p>
	<h2>Implementation</h2> <p>Implementation support for new services without interfering in operations. Implementation support for expanding/changing or new services without interfering in operations.</p>
	<h2>Redesign</h2> <p>Redesign support for expanding/changing services without interfering in operations. Implementation support for expanding/changing or new services without interfering in operations.</p>
	<h2>Advisory</h2> <p>Consulting and SME support only for the desired functional category and service area.</p>

DOR Sample – Defining Operational Ownership

Division of responsibility grid is filled out for every contract to indicate the operational ownership of each service and function for each year (select examples shown below).

Legend	
Joint Representation (JR)	JR
Client-Owned (CO)	CO
COPE Health Solutions (CHS)	CHS
Other Vendor (OV)	OV

Functional Categories

Identify the functional categories that require some level of engagement by COPE Health Solutions for each of the MSO services

Year 1

Service Area	Service	Functional Category					
		Governance	Management	Operations	Data	Technology	Administrative Overhead
Medical Management	Care Management	JR	CHS	OV	CHS	OV	CO
	Utilization Management	JR	CHS	OV	CHS	OV	CO
Network Management	Network Design & Adequacy	JR	CHS	CHS	CHS	OV	CO
	Provider Contracting	JR	CO	CO	CHS	OV	CO
	Partner Relations	JR	CO	CO	CO	CO	CO
Financial Management	Financial Planning & Forecasting	JR	CHS	CHS	CHS	OV	CO
	Cost Accounting & Reporting	JR	CO	CO	CO	CO	CO
IT & Analytics	Data Analytics	JR	CHS	CHS	CHS	OV	CO
	IT Business Application Management	JR	CO	CO	CO	CO	CO
	Data Management & Interoperability	JR	CO	CO	CO	CO	CO
Admin and Corporate	Compliance	JR	CO	CO	CO	CO	CO
	Claims Management	JR	OV	CO	CHS	CO	CO

****Disclaimer**** The values presented in this table are illustrative and should not be used for strategic and operational decision-making

The Need for a PMO

Why a PMO reduces your exposure and improves the potential for success

What is a PMO?

A PMO:

- ✓ Brings a structured and consistent approach to delivery
- ✓ Manages project / delivery risk
- ✓ Optimizes resource use
- ✓ Keeps projects on track and teams focused on delivering business value

A PMO is NOT:

- ✗ Intended to increase bureaucracy
- ✗ Supposed to slow things down
- ✗ A small army of people who speak an unknown technical language

*Projects with a project manager are over **3x** more likely to conclude successfully*

Do you need a PMO?



Initiatives with a specific scope and timeline that are not routine operations



Projects that include team members across the organization (or in other organizations)



Projects that must hit critical deadlines

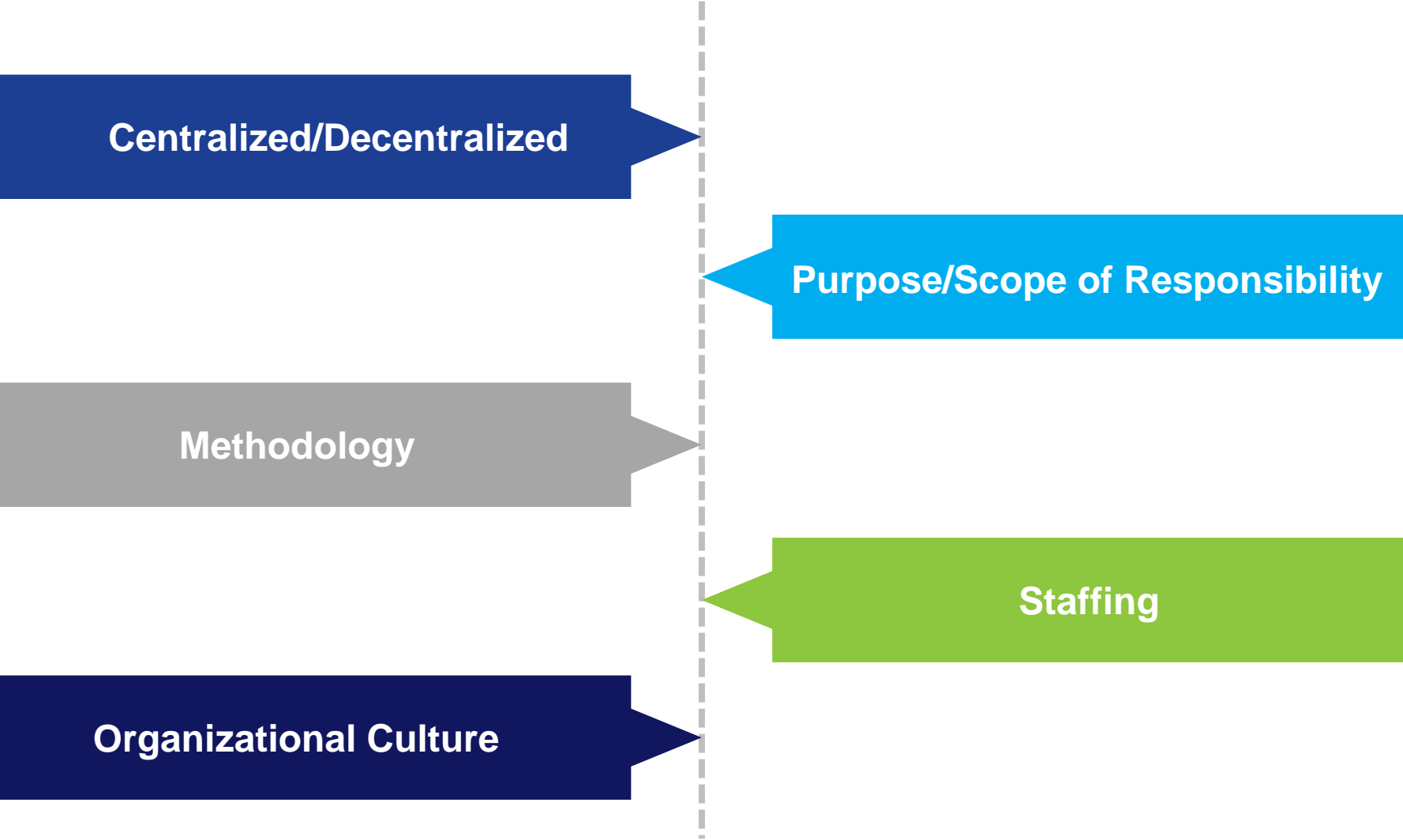


Many projects in progress at once



Challenges knowing if your resources are used to full capacity

Modeling the PMO – One Size Does Not Fit All



Strategies for Building a PMO

- ✓ **Appoint a leader and provide executive leadership support**
- ✓ **Provide the right project management tools and processes**
- ✓ **Have a project management process design**
- ✓ **Provide project manager training**

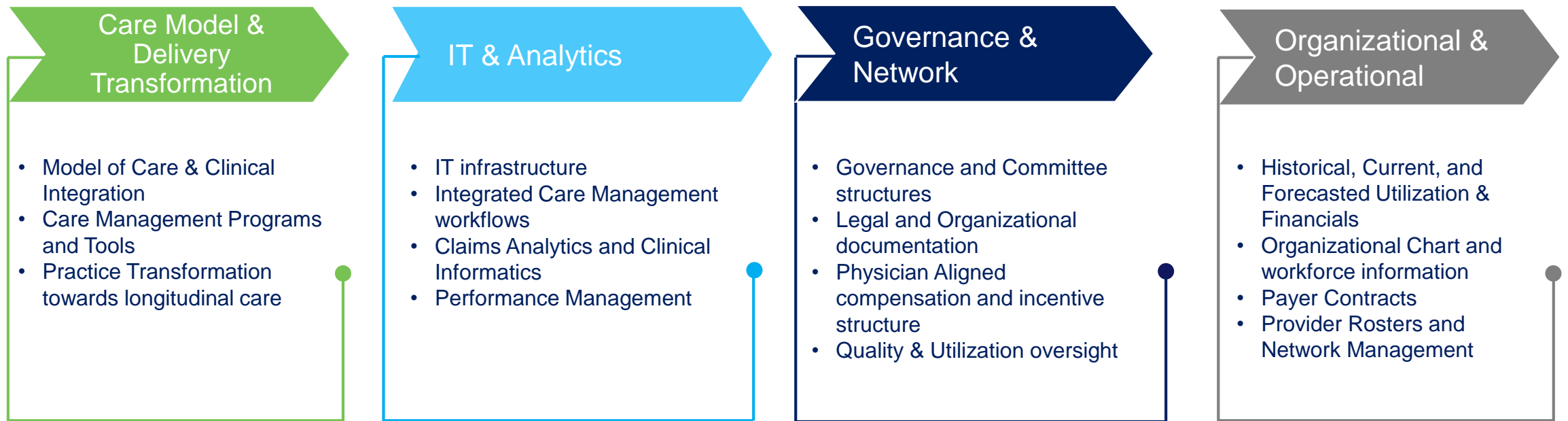
- ✓ **Clearly define roles, responsibilities, and expectations**
- ✓ **Conduct PMO model assessment and recommendation**
- ✓ **Conduct PMO staffing analysis**

Client's Perspective

John Juzaitis, Executive Director of Partners, Care IPA

Partners In Care IPA / COPE Health Solutions

- Partners in Care (IPA/CIN) needed to clean up regulatory and compliance requirements to be officially recognized as a CIN
- Needed full inventory of all contracts and contracting entities
- Implementation of ARC and Data Analytics services
- Full assessment of people and programs



How the PMO Supported Partners In Care IPA



Recommendations for Other Organizations

1

Establish a true PMO leader from the beginning who is accountable for the initiative delivery

- Clearly define requirements for skills, capabilities, experience
- Clearly establish responsibilities and accountability

2

While you are getting the leader, assess the organization for immediate opportunities and requirements

3

With the leader onboard, bring it all together to focus the organization on the goals and outcomes

Key Takeaways

Key Takeaways

Considerations for a Value-Based Payment PMO

- 1 Moving to a value-based model is complex
- 2 Initiatives with a project/program manager are 3 times more likely to succeed
- 3 In PMOs, one size does not fit all
- 4 Leadership and executive support are crucial
- 5 COPE Health Solutions can help design the right PMO for your organization

Question & Answer (Q&A)

For more information on how COPE Health Solutions can provide PMO services, please contact our team at info@copehealthsolutions.com or 213-259-0245.

www.copehealthsolutions.com

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