



HEALTHCARE

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About Monument Health

Monument Health is a clinically-integrated network created to reduce the cost of healthcare, improve health outcomes, and enhance patient satisfaction, through the focused alignment of patient services. It represents a fundamental change in healthcare thinking by favoring value, health outcomes, and clinical efficiency over patient volume and use. Founded in 2015 by Primary Care Partners, St. Mary's Medical Center, and Rocky Mountain Health Plans, Monument Health is guided by the nationally recognized Triple Aim goal to improve overall population health, and is committed to measurable results. Based in Mesa County, Colorado, Monument Health is one of the largest and most comprehensive provider networks with a hospital between Denver, Colorado and Salt Lake City, Utah.

About Navigant

Navigant, Inc. (NYSE: NCI) is a specialized, global professional services firm that helps clients take control of their future. Navigant's team of experts combines deep industry knowledge with technical expertise to help clients to build, manage and protect their business interests. With a focus on industries and clients facing transformational change and significant regulatory and legal issues, the Firm serves clients primarily in the healthcare, energy and financial services sectors. Across our range of consulting, outsourcing, and legal dispute resolution services, Navigant's practitioners bring sharp insight that pinpoints opportunities and delivers powerful results. More information about Navigant can be found at navigant.com.

BUILDING A CLINICALLY-INTEGRATED NETWORK AT MONUMENT HEALTH

THE CHALLENGE

As value-based payment models evolve, providers are challenged to maintain superior clinical outcomes while controlling costs. Aligning health professionals around standard care protocols, payment incentives, technology infrastructure, and performance monitoring is complex, but it is possible with a clinically-integrated network (CIN).

In 2014, St. Mary's Hospital and Regional Medical Center, a facility that serves Grand Junction, western Colorado and eastern Utah, partnered with Navigant to evaluate the viability of a CIN with Primary Care Partners of Mesa County, Colorado. The independent primary care physicians group and other physician affiliates wanted to create a more collaborative, low-cost approach to population health and to adapt to changing market conditions.

“Navigant guided us through a well-defined CIN development process customized to our local culture, organizational objectives and market dynamics. Their ability to engage with our leadership and operational teams was instrumental in creating a network that is not only embraced by all three parties, but also positioned for success in YEAR ONE and beyond.”

/ MICHAEL PRAMENKO, MD
EXECUTIVE DIRECTOR
PRIMARY CARE PARTNERS, INC.
GRAND JUNCTION, COLORADO

THE SOLUTION

During the assessment stage, Rocky Mountain Health Plans, an independent, not-for-profit health insurance carrier headquartered in Grand Junction, joined the cooperative adding payer expertise to the enterprise. The organizations established a set of 10 guiding principles that their partnership must accomplish, including achieving continuous improvement toward the Triple Aim, benefitting all parties and the community, and creating shared governance while maintaining physician autonomy.

Navigant guided the CIN Steering Committee of St. Mary's, Primary Care Partners, and Rocky Mountain Health Plans executives through a 10-month, two phase process.

THE RESULTS

St. Mary's Hospital and Regional Medical Center, Primary Care Partners and Rocky Mountain Health Plans:

- Legally formed Monument Health, a CIN, in the state of Colorado
- Launched various clinical improvement initiatives using a common infrastructure to include:
 - Improved care models for various populations that begin with a 'whole person' assessment
 - Improved multi-disciplinary coordination of care that promotes consistency across the continuum through use of a 'quarterback' approach
 - Active patient and family engagement techniques that are shared across the network
- Filed an application for a qualified health plan to be offered on the Colorado healthcare exchange, Connect for Colorado, for the 2016 open enrollment season
- Responded to a RFP from the Mesa County Health Plan for network and administrative services
- Positioned for additional value-based contracts for the network's attributed lives