



*East Hawaii* IPA  
ANNUAL REPORT  
**2018**



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Dear East Hawaii IPA Members:

As independent providers in a rural community, we continue to be challenged by changes in the healthcare environment making it difficult to stay independent. We want to keep private practice viable and are taking steps to build a foundation for the future.

This past year, the IPA hired its first full-time medical director, Dr. Scott Kronlund, who has many years of experience strengthening networks of independent private practices. He is helping us get to the next level by establishing an MSO (Management Services Organization) and forming a medical group for willing providers. We are still also committed to strengthening our entire network of members regardless of whether they want to consolidate.

The enclosed Annual Report provides an overview of our accomplishments this past year. The IPA will continue to work diligently to fulfill our mission and strategic priorities. I encourage you to engage and work together with us.

Sincerely,

Lynda Dolan, MD

President



## 2018-2019 BOARD OF DIRECTORS

EHI IPA's Board of Directors is responsible for providing strategic direction, finance community affairs. Directors are elected by the membership to serve three-year terms. Elections for vacant positions are held yearly at the Annual General Membership Meeting and Election in April. Board meetings are held monthly.

- Brenda Camacho, MD- Pediatrics.....2017-2020**
- Pradeepta Chowdhury, MD- Internal Medicine.....2016-2019**
- Lynda Dolan, MD- Family Medicine.....2018-2021**
- Buddy Festerling, MD- Family Medicine.....2017-2020**
- Sheareen Gedayloo, MD- Family Medicine.....2018-2021**
- Debra Kettleson, APRN- Family Medicine.....2018-2018**
- Kevin Kurohara, MD- Family Medicine.....2016-2019**
- Dr. Mary K. Nordling, MD- Family Medicine.....2018-2019**
- Craig Shikuma, MD- Internal Medicine.....2017-2020**
- Richard Lee-Ching, MD- Family Medicine.....Emeritus-Ex Officio**

## 2018-2019 OFFICERS

Officers are Board members elected by the Board of Directors each year following the Annual Membership Meeting.

- Lynda Dolan, MD.....President**
- Kevin Kurohara, MD.....Vice President**
- Brenda Camacho, MD.....Secretary**
- Buddy Festerling, MD.....Treasurer**

East Hawaii Independent Physicians Association (EHI IPA) is a nonprofit association of independent healthcare providers primarily serving the east side of Hawai'i Island (Big Island) community.

## VISION

A community working together to achieve better health.

## MISSION

Empower independent healthcare providers on Hawai'i Island to improve quality, increase access and lower costs to achieve better health.

## HISTORY

East Hawaii IPA was formed to improve the practice of medicine and healthcare delivery on Hawai'i Island. It was incorporated in 1994 and has a membership of over 50 independent providers. The association has been invaluable to health plans by providing a network for insurance product lines. Provider members include primary care Medical Doctors (MDs), Advanced Practice Registered Nurses (APRNs), Doctors of Osteopathy (DOs) and specialist MDs.

## MEMBERSHIP

Membership is open to independent medical doctors, doctors of osteopathy, and advanced practice registered nurses licensed to practice in the State of Hawai'i. Applications are reviewed and approved by the Board of Directors. Approved applicants must sign and agree to the terms of EHI IPA's membership agreement and pay annual membership dues. In 2019 as of the date of this publication, there are a total of 52 members; 44 primary care providers and 8 specialists. It is estimated that EHI IPA's provider members care for 50,000+ patient lives. The majority of providers practice in East Hawai'i with several providers in West Hawai'i (Kona), North Hawai'i (Waimea) and on O'ahu.

## STRATEGIC PRIORITIES

In 2016, EHI IPA held a membership strategic planning retreat to identify key priorities for the IPA. Recommendations were to:

- **Strengthen the IPA through enhanced integration**
- **Develop Board-directed/physician-led management of cost & quality**
- **Establish a sustainable financial revenue stream**
- **Strengthen IT capabilities**

In 2018, the IPA engaged members in these strategic priorities in a number of ways – through small and large group meetings, committees, webinars and individualized support to staff and providers. The IPA held 46 meetings and webinars with attendance totaling 1,074, with members and their staff participating in multiple meetings and events.

The following is a list of 2018 programs and meetings:

- **General Membership Meeting & Election**
- **Board of Directors Meeting (monthly)**
- **Super Huddle Meetings for Providers & Staff (quarterly)**
- **eClinical Works User Group Meetings (weekly/monthly)**
- **Opioid Seminar**
- **MIPS/MACRA Workshops**
- **HMSA Coreo Workshops**
- **Medicare CPC+ Program Meetings**
- **Medical Group Meetings**
- **Caravan Health Quality Improvement Workshops**
- **Beacon Health Workshop**
- **SBIRT Workshops**  
Screening, Brief Intervention, Referral to Treatment for Alcohol/Drug Abuse
- **HMSA Payment Transformation Meetings**

## 2018 SERVICES

In addition to offering a myriad of meeting and workshop opportunities for providers and staff to engage, EHI IPA drove a number of initiatives and offered services to support its members.

### WEEKLY ALERTS

The IPA sends “weekly alert” communications to members notifying them of upcoming events, workshops, Board decisions, health plan deadlines and other information of importance to providers and staff. A blog is available for easy reference to past alert information and includes recordings of webinars and other presentation materials.

### RESOURCE CENTER

The IPA hosted regular patient education and outreach workshops in its office in the Ka Waena Lapa’au medical building in Hilo. The following groups use the resource center to provide patient and community education:

- Aloha Kidney
- KTA Diabetes Self-Education Programs
- National Kidney Foundation of Hawai’i Diabetes Self-Management Workshops and Individualized One-to-One Nutrition Consultations
- University of Hawai’i Residency Classes

### HMSA PAYMENT TRANSFORMATION (PT) SUPPORT

EHI IPA staff helped offices identify quality performance gaps and assisted in reaching out to patients to remind them of preventative screenings and refer them to various programs. In addition, IPA staff filtered HMSA patient attribution reports for distribution to providers. EHI IPA also granted performance bonuses to providers meeting certain quality performance benchmarks. The IPA closed a total of 1,551 preventative screening gaps for PT provider members to improve their quality performance scores and reimbursement.

EHI IPA Board representatives provided input to Payment Transformation rate methodology talks in Hilo and O’ahu. HMSA also gave EHI IPA special funding in the amount of \$55,000 in appreciation for EHI IPA’s work on the “model office project” which paved the way for the Payment Transformation program.

\* More information on our website at [www.ehiipa.com](http://www.ehiipa.com)

### ECOSYSTEM REFERRALS

EHI continues to maintain a repository of information on services of benefit to patients including updated contact information, forms and processes. This is continuously updated and is available online, on a thumb drive for PCP office computer desktop use and in binder form on request.

### EMERGENCY DEPARTMENT (ED) UTILIZATION & INPATIENT ADMISSIONS/DISCHARGE REPORTING

The IPA provided, on request, ED utilization and inpatient admission/discharge information for quality performance tracking and evaluation.

### ECLINICAL WORKS SUPPORT

One of EHI IPA’s strategic priorities is to have all members on the same EHR system, namely, eClinical Works. Members on eClinical Works receive IT staff support including training, troubleshooting and data migration help.

### CARE MANAGEMENT PROGRAM

The IPA initiated a care management program for providers who were part of CMS’s CPC+ Program. Providers interested in receiving IPA support agree to pay for the services of a transitions coordinator, licensed care manager (RN), patient navigator, pharmacist and behavioral health care manager hired by the IPA. The transitions coordinator reviews information regarding patients admitted to Hilo Medical Center daily, informing individual offices about admissions and discharges and referring patients to complex care management as needed. A Behavioral Health (BH) licensed care manager coordinates care for patients with BH needs.

Approximately 450 patients have been touched by EHI IPA’s Care Management team working in partnership with eight CPC+ contracted offices in 2018. The team provided holistic, comprehensive coordination of patient needs necessitating frequent face-to-face contact. The team made over 700 home visits to help patients overcome socio-economic and other barriers to optimal care.

\* More information on our website at [www.ehiipa.com](http://www.ehiipa.com)

## 2018 SERVICES

### STRENGTHENING INDEPENDENT MEMBERS VIA CONSOLIDATION & INTEGRATION

The IPA Board decided to move forward with plans to build a sustainable infrastructure to recruit, mentor and hire new providers, to rationalize and build economies of scale among independent practices and to help private physicians continue to care for their patients effectively with less administrative burden. The IPA hired a full-time Medical Director, Dr. Scott Kronlund, to help drive MSO (Management Services Organization) development and Medical Group formation and provide strategic planning, quality performance and clinical advice. All members were invited to be part of the Medical Group. Out of 33 members who attended an informational meeting, 10 decided to participate in intensive, focused meetings to lay the foundation for group formation. In addition, EHI established Big Island Management Services, LLC, as a wholly-owned subsidiary to provide services to the Medical Group and the membership at large.

### SBIRT – SCREENING BRIEF INTERVENTION & REFERRAL TO TREATMENT FOR ALCOHOL AND DRUG ABUSE GRANT

EHI IPA received a grant from Hawai'i's State Department of Health Alcohol and Drug Abuse Division (ADAD) who were recipients of federal Substance Abuse and Mental Health Services Administration (SAMHSA) funding to provide screening, brief intervention & referral to treatment (SBIRT) for patients seen in primary care practices. The IPA received \$150K in funding for 2017-2018 and received 2nd round funding for 2018-2019 for \$189K. Member offices screened a total of 5,287 patients and received honoraria for their efforts.

## SERVICES

The IPA continues to offer the following services that take advantage of group discounts.

- **Health Insurance Portability and Accountability Act (HIPAA) Training**  
To lessen HIPAA-compliance cost to members, the IPA bought a group bundle of HIPAA training certificates and provides discounts to offices who take the training through the IPA's vendor.
- **Healthcare Source**  
The IPA offers member offices an online human resources screening tool to help decide whether an applicant for a position is an appropriate fit. The tool includes an analysis of the individual applicant and customized questions for the office to use in interviews.

## AUGUST 17-19, 2018 – FAIRMONT ORCHID – WAIKOLOA

EHI IPA organized and hosted its 22nd annual healthcare symposium showcasing national speakers and state leaders around the theme "Advancing Well-being for Patients, Providers and Organizations." Over 200 participants from around the state attended and the IPA was able to offer 11 AAFP CMEs. The IPA gave deep discounts to its members to participate. Over 33 organizations either sponsored or purchased exhibit tables.

### The Symposium featured the following topics and speakers:

#### Don't Be Left Behind – Key Healthcare Trends to Watch

- Don Crane, CEO, America's Physician Groups (APG formerly CAPG)

#### Can Small Independent Practices Survive?

- Joseph Vasile, MD, MBA, President & CEO, Greater Rochester IPA

#### Pros & Cons of Independent Practice Versus Consolidation

- Scott Kronlund, MD, MS, Chief Medical Director, East Hawaii IPA

#### Leading Change in Healthcare – Lessons Learned

- Lynn Barr, CEO, Caravan Health

#### Moving Boxes – Thinking Different to Create the Future in Healthcare

- Kenneth Cole, MD, Chief Clinical Transformation Office, Baton Rouge General Health System

#### Achieving the Quadruple Aim:

##### Part I: The 10-Year Journey to Build Clinician Culture

##### Part II: How Culture and Care Design Leads to High Performance

- Brian Rank, MD, Executive Medical Director, HealthPartners
- Nance McClure, Chief Operating Officer, Care Group, HealthPartners

#### Lessening the Pain of Moving from Fee for Service to Team Based Care Models

- Kirsten Meisinger, MD, MHCDS, Medical Staff President, Cambridge Health Alliance

#### How to Recruit and Retain "Millennial" Physicians to Rural Communities

- Benjamin Anderson, MBA, MHCDS, CEO, Kearny County Hospital

#### Having Value Conversations with Patients

- Reshma Gupta, MD, MSHPM, Medical Director, Quality and Value Improvement, University of California, Los Angeles

#### Diabetic Management

##### Part I: Endocrinology Updates

##### Part II: New Diabetes Tools & Resources

- Elizabeth Murphy, MD, Chief of Endocrinology, Metabolism, Director of Diabetes
- Center for High Risk Populations
- SF General & Professor, University of California San Francisco



## EXTERNAL OUTREACH

### COMMUNITY FIRST

EHI IPA continues to be an active member of Community First, a nonprofit organization committed to improving the health and well-being of the community via collaboration between key partners including the health plans, Hilo Medical Center, Bay Clinic, service organizations and the IPA. The IPA contributed \$85,000 and is represented on its Regional Health Improvement Collaborative (RHIC), and Recruit & Retain Physicians and Community Action Network Committee. Dr. Scott Kronlund, Chief Medical Director, was elected Vice President of Community First.

### HUI MĀLAMA OLA NĀ 'ŌIWI

EHI signed an agreement with and received \$24,000 in funding to assist Hui Mālama with various projects including streamlining the process of referring patients attributed to EHI IPA clinics to Hui Mālama services. EHI IPA also helped Hui Mālama set up their medical clinic by providing eClinical Works training and clinic workflow advice.

### HMSA COLLABORATION

EHI IPA representatives including Board members and Dr. Scott Kronlund, Chief Medical Director, serve on HMSA advisory committees.

### UNITEDHEALTHCARE ACCOUNTABLE CARE ORGANIZATION AGREEMENT

In 2018, EHI IPA signed an Accountable Care Organization agreement to more closely engage with the IPA around quality performance metrics and hospital and ER utilization for performance bonuses and potential for upside shared savings.

### CONTRIBUTIONS

EHI IPA was a sponsor of the Hilo Medical Center Foundation's Wine, Cheese, Chocolate & More Fundraiser event and Hawaii Care Choice's Holiday Dinner and Auction event.

### AMERICA'S PHYSICIAN GROUPS (FORMERLY CAPG)

EHI IPA continued its membership in this national organization organized to further the interests of physician groups and was appointed to serve on its Board of Directors. Dr. Scott Kronlund and Susan Mochizuki serve as EHI representatives.