

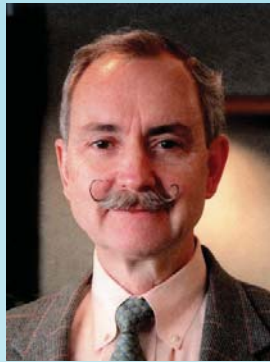
What is GRIPA?

I hear this response, not infrequently, when introducing myself to physicians as working at GRIPA.

GRIPA is a "for profit" organization established in the late 90's by the partnering of the RGH, NWH, and the then TGH physician organizations with the Rochester General Health System to coordinate care delivery and represent physicians in contracting for reimbursement from third party payers. Over the past decade, GRIPA's fortunes have waxed and waned with the economy and constant changes occurring in health care. In 2005, GRIPA physician leadership, in conjunction with their business administrators, identified, early on, the shift away from fee for service toward pay for performance which is currently at the center of all the discussion around health care reform. The GRIPA Clinical Integration Program deriving from this foresight has been presented in this column in previous editions of "Forum" and is the essence of GRIPA's value to our community. Only those fully aware of the current "scrambling" occurring nationally within health care organizations in attempting to prepare for the looming changes within health care reform can appreciate the true worth of what GRIPA presently provides by way of the integrated care infrastructure it has developed.

For those not as current with the complexities of health care reform, I offer the following insights. Under the GRIPA organizational umbrella, both employed and private physicians will be able to engage in performance-based contracts, where physicians can be compensated for the quality of care delivered; a necessity as future payment will be based on performance instead of fee for service. This type of contracting is not easily accomplished for a mix of employed and private physicians outside the GRIPA-achieved favorable FTC opinion. Moreover, GRIPA provides the tools to better ensure physicians' likelihood of success in performance-based contracts, including: data reporting and analytics, care management, integrated provider relations and contracts with over 850 physicians.

But what does GRIPA actually do clinically? We care for contracted patients. A very recent example: a GRIPA nurse care manager, in reviewing a comprehensive patient profile provided by the GRIPA analytical algorithm, identified a patient who had been in the ED twice over a short period of time. The GRIPA care manager reached out to this patient



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whose most recent visit to the ED was for a broken finger resulting from a fall at home. (S)he was treated in the ED and returned to work. The care manager probed for details causing the fall and elicited that the patient felt (s)he was going to black out and tried to break the fall. Additional questions, about possible other symptoms, led the patient to recall that their mother had died from "a heart condition" at a young age. On recommendation of the care manager, the patient followed up with their PCP who, after more detailed evaluation of the episode, referred the patient for cardiac evaluation resulting in findings of PVC's, PAC's, and short runs of V tach after exercise. The patient is now being treated and monitored. It is difficult to prove a "non-event" but isn't this what we constantly seek to accomplish?

Through the participation of our physician owners and the contractual terms in our relationship with insurers, GRIPA collects available patient data to aggregate and analyze; achieving a "global" view of the continuum of care of each patient across our network of providers as well as utilization of services outside the GRIPA network, affording us the capability to identify potential or actual gaps in care and coordinate more efficient care delivery by regularly providing feedback to physicians as well as their patients while simultaneously documenting the quality achieved.

GRIPA is nearing completion of negotiations with an insurer in the community for a contract which will provide significant opportunity for recognizing the value rather than the volume of care our physicians provide through our clinically integrated approach. This will be a "first" in the Rochester area and mirrors what is occurring nationally.

So, what is GRIPA?

GRIPA is proactive in identifying and providing the best care delivery model for our patients and physicians.

GRIPA is improving the value of care our patients receive through our clinically integrated approach.

GRIPA is steadfastly representing to the insurers the value our physicians provide to their members and strongly negotiating on your behalf for contracts reflecting this.

GRIPA is your organization.

GRIPA is...**MAKING A DIFFERENCE.**