

CASE STUDY

Jacksonville Children's and Multispecialty Clinic

The Carolina Complete Health Network Difference in North Carolina Medicaid Managed Care

- A physician- and clinician-led healthcare network
- Deep, long-standing partnerships within the network and external stakeholders
- Collaboration with trusted third parties to achieve goals
- Successful transformation of clinic's care management infrastructure

Synopsis

A large, multispecialty group sought independent validation of its North Carolina Medicaid Managed Care readiness and turned to a physician-led healthcare network for guidance. The combination of investment and preparation by the group, peer-based insight, and deep relationships from the network and consulting expertise by a trusted third party resulted in successful Advanced Medical Home (AMH) Tier 3¹ program development and readiness. The engagement generated immediate incremental funding for the group, validation of its leading approach to quality management and strong potential for better health outcomes for its high-risk Medicaid patients.

Situation

Jacksonville Children's and Multispecialty Clinic (JCMC), an Atlantic Medical Management (AMM) Healthcare practice, is located in Coastal North Carolina. The practice has been providing quality health care for over 40 years to military families from Camp Lejeune and New River Air Station, as well as residents of Onslow, Carteret, and New Hanover Counties. JCMC is widely viewed as a leader in improving care and reducing costs by leveraging innovative technology systems and sophisticated quality improvement processes, all while offering exemplary care.

AMM Healthcare invested heavily in JCMC's infrastructure to prepare for North Carolina's Medicaid Transformation to managed care. Anecdotal and informal feedback suggested JCMC was ready to perform at the AMH Tier 3 level. However, the COVID-19 pandemic and economic upheaval challenged the strong medical home JCMC and AMM Healthcare had built.

¹AMH Tier 3 indicates practices that are able to perform certain care management functions on their own, including patient risk stratification and care needs screening.



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Zen Menon
Chief Executive Officer
AMM Healthcare

Zen Menon, Chief Executive Officer (CEO) of both AMM Healthcare and JCMC, and Madhur Mittal, JCMC’s President and Medical Director, strove to emerge from the pandemic with more confidence – not just as a Medical Home, but as a truly Advanced Medical Home. JCMC and AMM Healthcare chose to partner with Carolina Complete Health Network to optimize the model.

Carolina Complete Health Network is a new kind of provider-led network, owned by the providers of North Carolina, including the North Carolina Medical Society, North Carolina Community Health Center Association and other individual providers across the State. Together with Centene Corporation, we have created Carolina Complete Health, one of the five Prepaid Health Plans participating in the transformation of North Carolina’s Medicaid system.

Solution

CCHN had been exploring unique ways to support groups such as JCMC and AMM Healthcare. Since its inception in 2016, CCHN has been surveying the healthcare landscape in North Carolina and forging broad and deep relationships with providers and partners to better understand unmet needs and bring innovative solutions together to improve health.

CCHN had long been impressed with the leadership, mission, culture and expertise at Emtiro Health, which supports providers, systems, and payers with the experience achieved through the efficient use of data and analytics to enhance the provider-patient care interface and bring about improved health outcomes at a lower cost. Emtiro is driven by its mission to provide bold, inspired solutions in population health management and address barriers to health and wellbeing.

Anticipating the need for AMH Tier 3 readiness validation, CCHN approached Emtiro about forming a partnership to support practices gearing up for the Medicaid Transformation, particularly around AMH Tier 3 readiness. Emtiro agreed and the partners announced CCHN’s AMH Practice Innovation Grant Program in August 2020. JCMC applied for the program and was awarded one of the grants in September 2020.

Project

JCMC, AMM Healthcare, CCHN, and Emtiro came together in October 2020 to launch a six-month project to assess JCMC’s readiness to perform at the AMH Tier 3 level coming out of the global pandemic and economic crisis. The Emtiro team leveraged its robust project management and provider services expertise to lead the interdisciplinary team through a thorough assessment of existing infrastructure and current state processes.



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Peter Bird
Vice President, Strategy and Performance
Carolina Complete Health Network

“The Emtiro team brought strong technical and care management expertise and coupled that with robust project management rigor,” said Zen Menon, AMM Healthcare’s CEO.

The findings were compared to AMH and National Committee for Quality Assurance requirements on Data Analytics, Risk Stratification and Patient Identification, Care Management and Population Health Management. The Emtiro team worked in collaboration with JCMC’s clinical and AMM Healthcare’s management staff to develop a customized optimization work plan to close identified gaps in JCMC’s readiness to meet North Carolina’s AMH mandated standards, address care management performance standards, and further strengthen JCMC’s already robust quality improvement processes.

“Early in the Innovation Pilot we saw that JCMC is a quality-focused and progressive practice,” said Joy Key, Emtiro’s Director of Provider Services.

“It had multiple strong elements already in place to build from and the practice leaders were comfortable making data-informed decisions. Based on our knowledge of the new AMH program, experience in Medicaid care management and extensive work with practices across the State, we identified a few key areas to strengthen to help JCMC launch a bold and successful AMH Tier 3 program.”

Results

JCMC and AMM Healthcare emerged from the project with increased confidence in their ability to perform at the Advanced Medical Home Tier 3 level within North Carolina Medicaid Transformation. AMM Healthcare enabled JCMC to qualify for AMH Tier 3 Glide path Payments from the state to partially offset its significant investment.

“We are excited about this,” said Dr. Madhur Mittal, JCMC’s President and Medical Director. “We are proud of the job done by the whole team.”

Emtiro Health gained renewed perspective on the importance of leadership buy-in and trust.

Cindy Green, Emtiro Health Practice Optimization Manager, noted “JCMC’s vision for the AMH has been inspiring because they want to provide the same high-quality care to all patients, not just to their NC Medicaid population.”



Further, the project underscored JCMC's leadership in higher-quality, lower-cost care for patients.

"JCMC has long been on our radar screen as one of the most advanced practices in the state," said Peter Bird, CCHN's Vice President of Strategy and Performance. "The fact that they challenged themselves to raise the bar despite a position of established leadership speaks volumes about the caliber of their entire team."

Key Contacts



Jacksonville Children's and Multispecialty Clinic

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Dr. Madhur Mittal - President & Chief Medical Officer



AMM Healthcare

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Carolina Complete Health Network

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Emtiro Health

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