



**Selected Participants in the Pioneer ACO Model**  
*May 24, 2012*

The Pioneer Accountable Care Organization (ACO) Model is a CMS Innovation Center initiative designed to support organizations with a new payment model, allowing them to provide more coordinated care to beneficiaries at a lower cost to Medicare. The Pioneer ACO Model will test the impact of several innovative payment arrangements to support these organizations in achieving the goals of better care and outcomes at a lower cost.

The Pioneer ACO Model was designed specifically for organizations with experience offering coordinated, patient-centered care, and operating in ACO-like arrangements. The selected organizations were chosen for their significant experience offering this type of quality care to their patients, along with other criteria listed in the Request for Applications (RFA) document available at [www.innovations.cms.gov](http://www.innovations.cms.gov). These organizations were selected through an open and competitive process from a large applicant pool that included many qualified organizations.

This document provides brief descriptions of the 32 organizations selected to participate in the Pioneer ACO Model.

**Description of Selected ACOs**

The descriptions of selected ACOs provided in this document are based on information provided by the ACOs for publication and do not necessarily reflect the views of CMS.

Organizations participating in the Pioneer ACO Model:

<b>Organization</b>	<b>Service Area</b>
1. Allina Health <i>(formerly Allina Hospitals &amp; Clinics)</i>	Minnesota and Western Wisconsin
2. Atrius Health	Eastern and Central Massachusetts
3. Banner Health Network	Phoenix, Arizona Metropolitan Area (Maricopa and Pinal Counties)
4. Beacon, LLC <i>(formerly Eastern Maine Healthcare System)</i>	Central, Eastern, and Northern Maine

5. Bellin Thedacare Healthcare Partners	Northeast Wisconsin
6. Beth Israel Deaconess Physician Organization	Eastern Massachusetts
7. Brown & Toland Physicians	San Francisco Bay Area, CA
8. Dartmouth-Hitchcock ACO	New Hampshire and Eastern Vermont
9. Fairview Health Systems	Minneapolis, MN Metropolitan Area
10. Franciscan Alliance	Indianapolis and Central Indiana
11. Genesys PHO	Southeastern Michigan
12. Healthcare Partners Medical Group (alternative name: Healthcare Partners of California)	Los Angeles and Orange Counties, CA
13. Healthcare Partners of Nevada	Clark and Nye Counties, NV
14. Heritage California ACO	Southern, Central, and Costal California
15. JSA Medical Group, a division of HealthCare Partners	Orlando, Tampa Bay, and surrounding South Florida
16. Michigan Pioneer ACO	Southeastern Michigan
17. Monarch Healthcare	Orange County, CA
18. Montefiore ACO (formerly Bronx Accountable Healthcare Network (BAHN))	New York City (the Bronx) and lower Westchester County, NY
19. Mount Auburn Cambridge Independent Practice Association (MACIPA)	Eastern Massachusetts
20. OSF Healthcare System	Central Illinois
21. Park Nicollet Health Services	Minneapolis, MN Metropolitan Area
22. Partners Healthcare	Eastern Massachusetts
23. Physician Health Partners	Denver, CO Metropolitan Area
24. Plus! (formerly North Texas ACO)	Tarrant, Johnson and Parker counties in North Texas
25. Presbyterian Healthcare Services (formerly Presbyterian Healthcare Services Central New Mexico Pioneer Accountable Care Organization)	Central New Mexico
26. Primecare Medical Network	Southern California (San Bernadino and Riverside Counties)
27. Renaissance Health Network (formerly Renaissance Medical Management Company)	Southeastern Pennsylvania
28. Seton Health Alliance	Central Texas (11 county area including Austin)
29. Sharp Healthcare System	San Diego County
30. Steward Health Care System	Eastern Massachusetts
31. Trinity Pioneer ACO, LC (formerly TriHealth, Inc.)	Northwest Central Iowa
32. University of Michigan	Southeastern Michigan

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**Allina Health**

*(formerly Allina Hospitals & Clinics)*

Classification: Integrated Delivery System

Service Area: Minnesota and Western Wisconsin

Allina Health is a not-for-profit system of hospitals, clinics and health care services, providing care throughout Minnesota and western Wisconsin. Allina owns and operates 11 hospitals, more than 90 clinics and specialty care centers, and specialty medical services that provide hospice care, oxygen and home medical equipment, pharmacies, and emergency medical transportation services.

Organizations affiliated with Allina include:

Hospitals: Abbott Northwestern Hospital, Buffalo Hospital, Cambridge Medical Center, Mercy Hospital, New Ulm Medical Center, Owatonna Hospital, Phillips Eye Institute, River Falls Area Hospital, St. Francis Regional Medical Center (jointly owned), United Hospital, Unity Hospital.

Ambulatory care centers: Abbott Northwestern's Center for Outpatient Care, Edina, Elk Ridge Health, WestHealth Campus and Woodbury Ambulatory Surgery Center (jointly owned)

Clinic groups (multiple locations): Allina Medical Clinic, Aspen Medical Group, Quello Clinic.

Multiple hospital-based clinics.

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**Atrius Health**

Classification: Medical Group Practice

Service Area: Eastern Massachusetts

Atrius Health, a nonprofit alliance of six multi-specialty medical groups, was created in 2004 to enable collaboration on new and better ways of delivering care while maintaining an emphasis on care for the local community. The 1000 physicians and over 1425 other healthcare professionals in these groups serve almost 1,000,000 adult and pediatric patients from about 50 sites across Eastern and Central Massachusetts. The Atrius Health Pioneer ACO comprises five medical groups: Dedham Medical Associates, Granite Medical Group, Harvard Vanguard Medical Associates, South Shore Medical Center, and Southboro Medical Group.

The Atrius Health groups work closely with academic medical centers and community hospitals to coordinate care across the continuum for their patients. The Atrius Health groups have implemented advanced use of health information technology (including a patient portal for secure electronic communication), chronic disease management, clinical pharmacy programs, Lean care improvement, and innovative ways of delivering care such as shared medical appointments.

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## **Banner Health Network**

Classification: Integrated Delivery System

Service Area: Phoenix, Arizona Metropolitan Area (Maricopa and Pinal Counties)

The Banner Health Network (BHN) has been designed to provide a highly coordinated patient care experience to Medicare patients who will be served by this integrated network. BHN comprises Banner Health-affiliated physicians, 13 acute-care Banner hospitals (12 in the Phoenix metro area) and other Banner services in Arizona. Nonprofit Banner Health is Arizona's largest health care provider. The network will ensure convenient access to Medicare patients with more than 2,600 private and employed physicians located throughout Maricopa County and into Pinal County.

BHN is a comprehensive provider network that accepts patient care and financial accountability for those served by the network. It is one of a few networks in Arizona serving patients in a population health management model. This model offers a highly coordinated patient experience through a primary care setting that seeks to improve patient outcomes, provide more effective management of chronic care and emphasize wellness. A key result of this patient-centered model will be higher efficiency that will result in improved control of costs. A foundation of the Banner Health Network's ability to deliver highly coordinated and integrated patient care is an enhanced electronic medical records system that is utilized in all Banner hospitals.

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**Beacon, LLC**

*(formerly Eastern Maine Healthcare System)*

Classification: Integrated Delivery System

Service Area: Central, Eastern, and Northern Maine

Beacon, LLC is an integrated health delivery system with nearly 8,000 employees, seven member hospitals, three affiliated hospitals, multiple integrated physician groups, long-term care and home health companies, emergency transport teams, and a number of other organizations that support the health delivery system for the northern two-thirds of Maine. Beacon serves central, eastern, and northern Maine - approximately 70% of the land mass in the State of Maine and more than 40% of the state's residents.

Beacon includes three of the Eastern Maine Health System's member hospitals; Eastern Maine Medical Center, The Aroostook Medical Center, and Inland Hospital. As a Beacon Community funded by the Office of the National Coordinator for Health Information Technology, EMHS will also continue to work closely with Beacon partners St. Joseph Hospital, Penobscot Community Health Care, and others.

Beacon embraces organizations that share the system's community health mission. Collaborative efforts are occurring with other healthcare systems both within the EMHS service area and statewide. Additional efforts are underway with major employers and the Maine Health Management Coalition. The overall goal is to evolve healthcare from a system that rewards us for doing more, to a system that rewards us for keeping people healthy.

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## **Bellin ThedaCare Healthcare Partners**

Classification: Integrated Delivery System

Service Area: Northeast Wisconsin

Bellin – ThedaCare Healthcare Partners is an organization of providers covering 12 counties in Northeast Wisconsin. Two leading healthcare systems; Bellin Health, based in Green Bay and ThedaCare, based in Appleton, as well as eight major health care facilities, and nearly 700 physicians make up the network.

Originally named the Northeast Wisconsin Health Value Network, Bellin – ThedaCare Healthcare Partners was formed in 2008 to create value through quality improvement, efficiency of care and an approach to care that emphasizes life-long health. Those participating in the network coordinate patient care and maintain a centralized electronic medical record. Through coordination, information sharing and following a program of continuous incremental improvement, Bellin-ThedaCare enables healthcare providers to achieve desired clinical outcomes in a cost effective manner, achieve greater overall health for our patients and foster a positive relationship with employers and purchasers. For the benefit of purchasers, patients and physicians, Bellin-ThedaCare issues regular report cards that track actual performance based on a strict set of criteria. This report card ensures ongoing quality improvement.

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## **Beth Israel Deaconess Physician Organization**

Classification: Network of Independent Practice Associations

Service Area: Eastern Massachusetts

Beth Israel Deaconess Physician Organization, LLC (“BIDPO”) is a provider network /IPA-model physician organization of over 1600 physicians including 400 primary care physicians. BIDPO spans a wide geography with over 125 primary care practice locations. Our practices include small, mid and large practices located throughout eastern Massachusetts, north from the New Hampshire border and south to Cape Cod. BIDPO promotes the highest quality of coordinated, cost effective patient care and safety through our managed care services and medical management programs.

BIDPO is affiliated with Beth Israel Deaconess Medical Center, Inc., (“BIDMC”) a major teaching affiliate of Harvard Medical School in Boston, MA. BIDPO physicians are also affiliated with community hospitals that serve their regions including the hospitals affiliated with BIDMC: Beth Israel Deaconess Needham, Milton, Lawrence General and Anna Jaques Hospitals.

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## **Brown & Toland Physicians**

Classification: Independent Practice Association (IPA)

Service Area: San Francisco Bay Area, CA

Brown & Toland Physicians is an independent practice association (IPA) of more than 1,500 physicians serving more than 335,000 HMO and PPO patients. Owned and governed by physicians, and based in San Francisco, Brown & Toland provides care for patients across the Bay Area. The group has earned numerous awards for quality and innovation, and has been named a California Association of Physician Groups (CAPG) “Elite” group for five consecutive years. In August 2011, Brown & Toland announced an affiliation with Emeryville, California’s Alta Bates Medical Group.

Brown & Toland currently is participating in an accountable care organization project with Blue Shield and California Pacific Medical Center caring for more than 21,000 San Francisco City and County employees, and is exploring additional ACO opportunities with health care partners. The group’s overriding objective is to improve the methods of delivery and health of beneficiaries, and to reduce the cost of care. For more information about Brown & Toland, visit <http://www.browntoland.com>.

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## **Dartmouth-Hitchcock ACO**

Classification: Integrated Delivery System

Service Area: New Hampshire and Eastern Vermont

The Dartmouth-Hitchcock ACO ("DH") is an integrated healthcare delivery system comprising Mary Hitchcock Memorial Hospital and Dartmouth-Hitchcock Clinic. DH serves patient populations from throughout New Hampshire and eastern Vermont. DH previously participated in both the CMS Physician Group Practice Demonstration Project and the Transition Demonstration Project. Participation in the Pioneer ACO Model will continue DH's commitment to population health management utilizing its already established Primary Care Medical Home Practice Model throughout its organization. Concurrently, DH is working to develop supportive data and clinical information systems, in collaboration with other healthcare organizations, to further enhance its work in creating value for the population it serves.

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## **Fairview Health Services**

Classification: Integrated Delivery System

Service Area: Minneapolis, MN Metropolitan area

Based in Minneapolis, Fairview Health Services is a non-profit health care system providing the full continuum of clinical care—from prevention of illness and injury to care for the most complex medical conditions. Fairview Health Network, part of Fairview Physician Associates (FPA), brings together Fairview-employed providers and independent providers who are committed to delivering higher value to patients and payers. Fairview and FPA will partner in the Pioneer ACO Model to deliver great care and better value to Medicare patients.

Participating primary care providers will work with other providers and specialists including Fairview-employed physicians, affiliated academic physicians within University of Minnesota Physicians and aligned independent physicians within FPA. Providers can also access Fairview's broad continuum of care. Fairview includes 40-plus primary care clinics, a wide range of specialty services, home care, senior service and seven hospitals, including the University of Minnesota Medical Center, Fairview. In partnership with the University of Minnesota, Fairview is an academic health system striving to enhance the clinical enterprise, achieve nation-leading research and academic prominence.

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**Franciscan Alliance**

Classification: Integrated Delivery System

Service Area: Indianapolis and Central Indiana

Franciscan Alliance is one of the largest Catholic healthcare systems in the Midwest, consisting of 14 hospitals serving Indiana and Illinois communities for over 135 years. An integral part of this large healthcare system is the Franciscan Alliance Accountable Care Organization (ACO) Central Indiana Region, which is a quality focused, clinically integrated network of providers serving the greater Indianapolis MSA and Central Indiana area. The ACO includes acute care and critical access hospitals, physician groups, federally qualified health centers, ambulatory surgery centers, home health agencies and other healthcare providers. This collaborative, interdisciplinary healthcare team has allowed the Franciscan Alliance ACO to develop a model of care that improves the health outcomes and satisfaction of patients served throughout Central Indiana.

For more information on Franciscan Alliance go to <http://www.14hospitals.org/>.

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**Genesys PHO**

Classification: Partnership of hospital system and medical practices

Service Area: Southeastern Michigan

Genesys PHO is collaboration between Genesys Health System and 160 primary care physicians with 400 participating specialist physicians who deliver health care services in Genesee, Lapeer, Shiawassee, Tuscola and northern Oakland counties. Genesys PHO and/or its participating providers focus on the personal relationship with the patients and their families and have been recognized nationally, state-wide, and locally for the quality of care that the patients receive and the improvements to the population of patients its participating providers serve.

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## **HealthCare Partners Medical Group**

*(alternative name: Healthcare Partners of California)*

Classification: Independent Practice Association (IPA)

Service Area: Los Angeles and Orange Counties, California

HealthCare Partners Medical Group (HealthCare Partners) is a multispecialty medical group and independent practice association (IPA) serving Los Angeles and Orange counties. HealthCare Partners has been named a top-performing medical group for eight years in a row by the not-for-profit Integrated Healthcare Association (IHA) based on clinical excellence, patient experience, use of information technology, and coordinated diabetes care.

Since its founding in 1992, HealthCare Partners has grown significantly, becoming one of the largest physician groups in the nation. The group currently serves over 700,000 patients, who can access care from more than 1,200 primary care physicians in 900 locations. Primary care physicians are supported by more than 3,000 specialists. HealthCare Partners-affiliated doctors speak the languages of the diverse communities they serve.

Besides medical offices, HealthCare Partners owns and operates urgent care centers, walk-in clinics, and ambulatory surgery centers. In addition to the Pioneer ACO Model, HealthCare Partners also participates in the Brookings-Dartmouth Commercial ACO.

For more information, please visit [www.healthcarepartners.com](http://www.healthcarepartners.com)

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## **HealthCare Partners of Nevada**

Classification: Independent Practice Association (IPA)

Service Area: Clark and Nye counties, NV

HealthCare Partners of Nevada is a multispecialty medical group and independent practice association (IPA) serving Clark and Nye counties. Since its founding in 1997, HealthCare Partners of Nevada has grown significantly, becoming one of the largest physician groups in Nevada. The group currently serves over 31,000 managed care patients, who can access care from more than 203 primary care physicians in 102 locations. Primary care physicians are supported by more than 1,700 specialists. HealthCare Partners of Nevada-affiliated doctors speak the languages of the diverse communities they serve.

In addition to medical offices, HealthCare Partners of Nevada owns and operates urgent care centers and walk-in clinics. HealthCare Partners of Nevada has long-standing partnerships with a broad network of hospitals, skilled nursing facilities, ambulatory surgery centers, and other ancillary healthcare organizations. HealthCare Partners of Nevada has also developed disease management programs that assist patients in managing their health conditions along with their healthcare team.

For more information, please visit <http://www.hcpnv.com/>.

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## **Heritage California ACO**

Classification: Independent Practice Associations (IPA)

Service Area: Southern, Central and Coastal California

Heritage California ACO is operated by the Heritage Provider Network (HPN) family of organizations which was founded in 1979 by Dr. Richard Merkin, President and CEO. The HPN Network is comprised of Heritage Provider Network, Inc. and its ten affiliated Medical Groups and Independent Practice Associations (IPA) which operate throughout eight counties in Southern, Central and Coastal California, spanning San Luis Obispo and Tulare Counties to the North, Orange County to the South, Riverside and San Bernardino Counties to the East, and the entire Los Angeles basin.

HPN has been voted a top 10 provider delivery network by the California Association of Physician Groups and is one of the largest multi-specialty medical groups in California. HPN delivers high quality, patient centered health care to over 700,000 individuals, and through its provider network contracts with 2,300 primary care physicians, 30,000 specialist physicians and over 100 hospitals.

Heritage California ACO will demonstrate that a fully integrated patient-focused, physician-directed and care coordinated program will improve quality and reduce healthcare per capita spending.

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## **JSA Medical Group**

Classification: Independent Practice Association (IPA)  
Service Area: Orlando, Tampa Bay, and South Florida

JSA Medical Group (JSA), a division of HealthCare Partners, is a primary care medical group and independent practice association (IPA) serving the Orlando, Tampa Bay, and South Florida areas. Since its founding in 1969, JSA has grown significantly, becoming one of the largest physician groups in Florida. The group currently serves over 46,000 managed care patients, who can access care from 184 primary care physicians in 96 locations. Primary care physicians are supported by nearly 1,800 specialists. JSA-affiliated doctors speak the languages of the diverse communities they serve.

In addition to medical offices, JSA has partnerships with local area hospitals. JSA has received National Committee for Quality Assurance (NCQA) Level 3 certification (the highest level of certification) for 21 medical offices as patient centered medical homes. JSA has also developed disease management programs that assist patients in managing their health conditions.

For more information, please visit <http://www.jsahealthcare.com/>.

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## **Michigan Pioneer ACO**

Classification: Partnership of hospital system and medical practices

Service Area: Southeastern Michigan, primarily tri-county Detroit metropolitan area

The Michigan Pioneer ACO is a partnership of The Detroit Medical Center and its physicians, who include employed and faculty physicians, but consisting mostly of private practice primary care physicians. The Detroit Medical Center is an academically integrated system in metropolitan Detroit and one of the largest health care providers in southeast Michigan. The Michigan Pioneer ACO's primary service area consists of the tri-county Detroit metropolitan area (i.e., Wayne, Oakland and Macomb Counties).

DMC is part of Vanguard Health Systems. The DMC serves as a teaching and clinical research site for Wayne State University School of Medicine. Michigan Pioneer ACO will be managed by the DMC PHO, an 1100 member physician-hospital organization. DMC is affiliated with the Barbara Ann Karmanos Cancer Center and the Kresge Eye Center.

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## **Monarch Healthcare**

Classification: Independent Practice Association (IPA)

Service Area: Orange County, CA

Monarch HealthCare is a physician-led Independent Practice Association (“IPA”). Formed in 1994, it is the largest physician organization providing care throughout Orange County, California, and the only one with a county-wide presence. Monarch contracts with over 2,300 independent, private-practice physicians to provide health care for approximately 172,000 commercial, Medicare, and Medicaid managed care patients. For the Pioneer ACO Model, Monarch has selected an initial subset of 270 physicians for participation. In 2007, Monarch formed Monarch Health Plan, a California-licensed health plan bearing full risk for over 11,000 Medicare Advantage beneficiaries.

Monarch was selected by the Engelberg Center for Health Care Reform at Brookings Institution and the Dartmouth Institute for Health Policy and Clinical Practice in 2010 to be one of their five selected sites nationally to participate in a five-year ACO pilot program for commercial PPO patients.

Monarch is committed to advancing medical excellence and exemplifying the “patient-first” philosophy of healthcare. For more information, please visit <http://www.monarchhealthcare.com/>.

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**Montefiore ACO**

*(formerly Bronx Accountable Healthcare Network (BAHN))*

Classification: Partnership of an integrated delivery system and an Independent Practice Association (IPA)

Service Area: New York City (Bronx) and lower Westchester County, NY

The Montefiore Accountable Care Organization is an independent practice association serving the Bronx and lower Westchester County in New York with an integrated delivery system of nearly 2,400 employed and community-based primary and specialist physicians plus allied health professionals; Montefiore Medical Center's four hospitals; its 21 primary care sites; and its home care agency.

The ACO is supported by advanced health information technology and by CMO, Montefiore's care management company, which has more than 16 years of successful experience providing medical and behavioral care management services, and currently offers a range of innovative care coordination and chronic disease management programs for 150,000 members of Medicare, Medicaid and commercial health plans.

Montefiore is the largest health care provider serving the Bronx, one of the poorest, most disease-burdened and ethnically and racially diverse urban counties in the country. It is one of the nation's largest academic medical centers and the University Hospital for the Albert Einstein College of Medicine.

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### **Mount Auburn Cambridge Independent Practice Association (MACIPA)**

Classification: Independent Practice Association (IPA)

Service Area: Eastern Massachusetts

Mount Auburn Cambridge Independent Practice Association (MACIPA) is an independent practice association established in 1985. MACIPA is comprised of over 500 physicians, and its service area includes Cambridge, Arlington, Watertown, Belmont, Somerville, Lexington, Waltham, and Medford, Massachusetts. Physician members of MACIPA include doctors in private practice and those employed by Mount Auburn Hospital and the Cambridge Health Alliance. Practices range from solo physicians to groups of approximately 25 physicians. MACIPA works in collaboration with Mount Auburn Hospital, and together they have a long history of innovation in healthcare, quality improvement and care coordination. Mount Auburn Hospital, a Harvard teaching hospital based in Cambridge, Massachusetts, combines community hospital and teaching hospital services emphasizing excellence with compassionate care.

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## **OSF Healthcare System**

Classification: Integrated Delivery System

Service Area: Central Illinois

OSF provides state-of-the-art, compassionate care to more than 3.7 million people in its communities. OSF HealthCare is a multi-state corporation operating facilities in Illinois and Michigan. In 2011 OSF HealthCare was ranked 25th among 600 Integrated Health Care Networks in the U.S. by SDI Health.

OSF HealthCare is owned and operated by The Sisters of the Third Order of St. Francis in Peoria, Illinois. OSF HealthCare includes OSF Healthcare System, with seven hospitals, one long-term care facility and two colleges of nursing. Also included is OSF Medical Group with more than 650 member physicians and advanced care practitioners in 90 locations. OSF owns an extensive network of home health services known as OSF Home Care Services and also owns OSF Saint Francis, Inc., comprised of health care-related businesses, and OSF Healthcare Foundation. The OSF Healthcare System Pioneer ACO includes only those facilities, services and programs available in Central Illinois.

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## **Park Nicollet Health Services**

Classification: Integrated Delivery System

Service Area: Minneapolis/St. Paul metropolitan area

Park Nicollet Health Services is an integrated health care system based in St. Louis Park, Minnesota that includes Park Nicollet Methodist Hospital, Park Nicollet Clinic, Park Nicollet Foundation and Park Nicollet Institute. Park Nicollet has more than 8,100 employees and more than 1,000 physicians on staff. Park Nicollet is also one-third owner of St. Francis Regional Medical Center in Shakopee, Minnesota. Park Nicollet serves the Minneapolis/St. Paul metropolitan area and its suburbs through Methodist Hospital and a system of neighborhood primary care clinics and specialty centers that include heart and vascular care, orthopaedic care, cancer, Parkinson's and eating disorders treatment. Park Nicollet provides care in more than 50 medical specialties.

Park Nicollet Methodist Hospital was named one of Thomson Reuters' 50 Top Cardiovascular Hospitals in the country in 2012 – the 8th consecutive year Park Nicollet has received this designation. Park Nicollet participated in CMS's Physician Group Practice (PGP) Demonstration Project, Medicare's first pay-for-performance initiative that established incentives for quality improvement and cost efficiency at the level of physician group practices. Park Nicollet completed the PGP project and has participated in the PGP Transition Demonstration.

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## **Partners HealthCare**

Classification: Integrated Delivery System

Service Area: Eastern Massachusetts

Partners HealthCare is an integrated health system founded by Brigham and Women's Hospital and Massachusetts General Hospital. In addition to two academic medical centers, the Partners Pioneer ACO includes community and specialty hospitals, a physician network, home health and long-term care services, and other health-related entities. Partners' primary service area includes greater Boston and eastern Massachusetts, which has a population of approximately 4.9 million. Partners' mission is dedicated to patient care, research, teaching, and service to the community, locally and globally. Partners is a leading biomedical research organization and a principal teaching affiliate of Harvard Medical School. Partners HealthCare is a non-profit organization.

Partners has a history of partnering with CMS to improve care and reduce costs. In 2006, Massachusetts General Hospital (MGH) launched the Care Management Program, one of six demonstration projects nationwide. During the three-year demonstration, MGH developed new strategies to improve the delivery of health care to its most vulnerable high risk patients, those with multiple health conditions and chronic disease. In 2009 CMS renewed the demonstration; Partners expanded the initiative to Brigham and Women's and North Shore Medical Center.

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## **Physician Health Partners**

Classification: Network of Independent Practice Associations

Service Area: Denver, CO Metropolitan Area

Physician Health Partners, a medical management company formed in 2006, and its strategic partner independent practice associations (IPAs), KEY, Primary Physician Partners and South Metro Primary Care, collaborate to improve patient care while lowering the costs associated. Physician Health Partner's primary care physician model focuses on creating medical homes, providing care resources and managing the care of their patients throughout various healthcare settings. Based in Denver, this collaborative consists of more than 260 primary care physicians who provide care for approximately 450,000 people in the seven-county metro area.

As one of the selected Pioneer Accountable Care Organizations (ACO), Physician Health Partners will work with hospital systems, like-minded specialists, and community resources to improve care and the Medicare experience for more than 28,000 patients.

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**Plus!**

*(formerly North Texas ACO)*

Classification: Partnership of health system and Independent Physician Association (IPA)

Service Area: Tarrant, Johnson and Parker counties in North Texas

North Texas Specialty Physicians (NTSP) is an independent practice association comprising nearly 600 family and specialty doctors caring for residents of Tarrant, Johnson and Parker counties in North Texas. NTSP has more than 10 years experience with population health management on a risk basis, sharing financial risk with the Centers for Medicare and Medicaid Services (CMS) through Medicare Advantage, based on patient outcomes.

Texas Health Resources is one of the largest faith-based, nonprofit health systems in the country, serving 16 counties in North Texas comprising more than 6.2 million people. The health system includes 24 acute care and short-stay hospitals that are owned, operated, joint-ventured or affiliated with Texas Health Resources. It includes the Texas Health Presbyterian, Texas Health Arlington Memorial and Texas Health Harris Methodist hospitals, a large physician group, outpatient facilities, and home health, preventive and fitness services, and an organization for medical research and education. Texas Health has participated in several CMS initiatives, including the Hospital Quality Incentive Demonstration.

NTSP and Texas Health have worked together for many years to improve the quality, safety and efficiency of care for patients. For example, Texas Health has been a primary participant in developing the NTSP health information exchange, known as Sandlot.

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## **Presbyterian Healthcare Services**

*(formerly Presbyterian Healthcare Services – Central New Mexico Pioneer Accountable Care Organization)*

Classification: Integrated Delivery System

Service Area: Central New Mexico

Presbyterian Healthcare Services (PHS) is a not-for-profit integrated delivery system located in New Mexico. PHS consists of eight hospitals, the Presbyterian Medical Group, a multi-specialty physician group with over 30 clinics and the Presbyterian Health Plan, which insures over 400,000 New Mexicans. For more than 100 years, Presbyterian has been committed to a single purpose -- improving the health of the patients, members, and communities we serve.

The Presbyterian Healthcare Services – Central New Mexico (PHS-CNM) Pioneer Accountable Care Organization is based within the Presbyterian Central Delivery System (PCDS), which is located in central New Mexico. PCDS consists of three acute-care hospitals with over 600 licensed beds and the Presbyterian Medical Group. PCDS is affiliated with TriCore Reference Laboratories and Albuquerque Ambulance, based in Albuquerque, New Mexico and the University of Texas MD Anderson Cancer Center. PCDS has been awarded the Beacon Award for Critical Care Excellence from the American Association of Critical Care Nurses, the Energy Star Award from the U.S. Environmental Protection Agency, the Consumer Choice Award from the National Research Corporation and the 2011 Leapfrog Top Hospital Award. This is the first Medicare pilot in which PCDS will participate.

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**PrimeCare Medical Network**

Classification: Medical Groups and Independent Practice Associations (IPAs)

Service Area: Southern California (San Bernadino and Riverside Counties)

The PrimeCare Medical Network, Inc. (“PMNI”) ACO is a network of twelve independent practice associations (IPAs) and two medical groups with over 200 primary care providers and 1,000 specialists caring for the communities of San Bernardino and Riverside Counties in Southern California, also known as the Inland Empire. Organized as independent physicians with private practice offices located throughout the Inland Empire, the PMNI physicians have offered convenient, quality health care for over 17 years. Additionally, PMNI has developed patient-centered programs and systems that have enabled the organization to successfully build a sustainable, innovative health care delivery platform focused on the patient-physician relationship. Participation in the Pioneer ACO is consistent with the PMNI vision and strategy in coordinating care across the spectrum of providers. PMNI has participated in multiple health plan pay-for-performance quality programs designed to improve patient care and experience.

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**Renaissance Health Network**

*(formerly Renaissance Medical Management Company)*

Classification: Independent Practice Association (IPA)

Service Area: Southeastern Pennsylvania

Founded in 1998, Renaissance Health Network is an Independent Practice Association (IPA) owned and managed by primary care physicians in Southeastern Pennsylvania. Remaining true to the objectives of improving quality and outcomes, while decreasing cost, the organization has supported independent primary care practices to achieve PCMH designation, EMR implementation, policy and procedure development, and other activities tailored to achieve population management through best practices.

Renaissance's model to improve the delivery of care has been designed, developed, and implemented with the real-world perspectives of doctors. Renaissance's programs and initiatives have delivered quality and cost reductions that have been confirmed by independent third parties. Renaissance's performance has generated medical cost savings when compared to a control group and adjusted for the traditional actuarial adjustments (age, sex, risk factors, unit cost adjustments, geography adjustment).

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**Seton Health Alliance**

Classification: Partnership of hospital system and medical practices

Service Area: Central Texas (11 county region)

Seton Health Alliance is an open network of health care providers currently comprised of Seton Healthcare Family and Austin Regional Clinic (ARC). This network is open to community physicians and partners, and the entity has come together to better coordinate the health care of Medicare patients. Seton serves an 11-county region in Central Texas that includes 13 hospitals in seven cities including Austin, the State's Capitol, the surrounding towns of Round Rock and Kyle, as well as the rural communities of Luling, Burnet, Smithville and Harker Heights. It includes 21 primary and specialty care outpatient clinics in six cities, including Austin, Round Rock, Cedar Park, Hutto, Pflugerville, and Kyle. (This includes 18 Austin Regional Clinic locations and Seton's Community Health Centers—Topfer, Kozmetsky and McCarthy.)

Seton Health Alliance provides a patient-centered approach to patients. Medicare beneficiaries aligned with Seton will continue to have a choice of physicians, locations and appointment times, including four After Hours Clinics, where patients can be seen in a clinic setting staffed by physicians after regular hours. Services available 24 hours a day will include phone nurses, online education resources, online appointment requests and online bill-pay.

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## **Sharp Healthcare System**

Classification: Integrated Health System

Service Area: San Diego County

Sharp HealthCare Accountable Care Organization (ACO) is an integrated health system that will serve nearly 33,000 Medicare beneficiaries in San Diego County. Sharp HealthCare ACO includes: most physicians who are part of Sharp Community Medical Group, an independent physician association, including Graybill Medical Group; all physicians with Sharp Rees-Stealy Medical Group, a multispecialty medical group practice; and all Sharp HealthCare hospitals including Sharp Chula Vista Medical Center, Sharp Coronado Hospital, Sharp Grossmont Hospital, Sharp Mary Birch Hospital for Women & Newborns, Sharp Mesa Vista Hospital and Sharp Memorial Hospital.

A 2007 Malcolm Baldrige National Quality Award recipient, Sharp is on a journey to transform the health care experience. Through The Sharp Experience, Sharp is dedicated to creating personal experiences for patients built on dignity, compassion and respect, and by using clinical excellence and advanced technology to deliver the highest quality patient care.

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## **Steward Health Care System**

Classification: Integrated Delivery System

Service Area: Eastern Massachusetts

Steward Health Care System is the largest, integrated community care organization and community hospital network in New England. Headquartered in Boston, Massachusetts, Steward has more than 16,000 employees serving more than one million patients annually in over 85 communities. Steward's hospitals include Saint Anne's in Fall River, Holy Family Hospital in Methuen, St. Elizabeth's Medical Center in Brighton, Norwood Hospital, Carney Hospital in Dorchester, Good Samaritan Medical Center in Brockton, Nashoba Valley Medical Center in Ayer, Merrimack Valley Hospital in Haverhill, Morton Hospital and Medical Center in Taunton and Quincy Medical Center. Additional Steward entities include Steward Medical Group, Steward Health Care Network, Steward Hospice and Home Care, Laboure College, and Por Cristo.

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## **Trinity Pioneer ACO, LC**

*(formerly TriHealth, Inc.)*

Classification: Integrated Delivery System

Service Area: Northwest Central Iowa

Trinity Pioneer ACO, LC is an integrated healthcare system located in Fort Dodge, Iowa. Trinity delivers coordinated health services in an eight-county service area in predominately rural, northwest central Iowa. Organizations affiliated with Trinity: include a sole community acute care hospital, a community mental health center, several rural health clinics, a medical group including primary care and specialty providers, and a home health agency. Specifically, this ACO is anchored by Trinity Regional Medical Center, Berryhill Center for Mental Health, Trimark Physicians Group, and Iowa Health Home Care. Susan Thompson is the President/CEO of Trinity Health Systems.

Trinity Health Systems is a senior affiliate of Iowa Health System, one of the nation's most integrated health systems. Iowa Health System is a community-organization of hospitals and physicians who share a common vision for the delivery of high quality, affordable and accessible healthcare services. As the fifth largest nondenominational health system in America, Iowa Health System has relationships with 26 hospitals and more than 195 physician clinic locations in Iowa and Illinois and employs more than 22,000 employees.

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## **University of Michigan Health System**

Classification: Integrated Delivery System

Service Area: Southeastern Michigan

The University of Michigan Health System will participate in the Pioneer ACO and serve the southeastern Michigan area. U-M will partner with IHA Health Services Corporation, an Ann Arbor-based healthcare provider group with 175 physicians in 32 practices. The U-M Faculty Group Practice, part of the U-M Medical School, includes all of the nearly 1,600 U-M faculty physicians who care for patients at the three U-M hospitals and 40 U-M health centers.

U-M hopes the Pioneer ACO Model will continue to build on its work in the Medicare Physician Group Practice Demonstration. In that five-year project, U-M's Faculty Group Practice saved Medicare more than \$22 million by efficiently caring for Medicare patients. Of the ten groups that participated, U-M was one of only two that earned shared savings during all five years of the demonstration. And in the last year of the project, U-M scored a 98 percent grade on quality measures. U-M also currently is participating in a similar project known as the PGP Transition Demonstration.

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