



Case Study

ICF Advantage

ICF helps support our clients in managing change through analyzing the opportunity; building a plan that centers around people, processes, and technology; and then executing the plan. See how we have successfully managed large IT and operational change in a way that has minimized disruption while providing corporate strategic vision for our clients.

Learn more about how ICF Healthcare Solutions can help your organization:

+1.703.934.3603
icf.com

Change Management

ACO for a Fortune 500 Payer

The Challenge

A Fortune 500 healthcare payer set out to improve the overall health of its PPO members who had two or more chronic conditions by providing access to enhanced care coordination. The strategy was to develop a new accountable care organization (ACO) program to facilitate partnership with well-established medical groups that had extensive clinical resources in the California market. However, the company was challenged by the design, planning, and execution of a collaborative care delivery model that accounted for the clinical, operational, and technical capabilities of multiple partnership entities.

The Solution

The ICF team worked closely with business change leadership from both client and provider to identify operational and technical impacts and to develop a joint strategic plan. Additionally, we worked with the client's clinical operations team to develop operational and data workflows, care management, and services training documentation including various tool sets.

ICF designed a series of clinical operations pre- and post-implementation learning collaboratives and developed a provider-facing program collateral with support from the client team. We then oversaw the joint project schedule and provider education and readiness activities—including readiness assessment and a go-live decision process.

The Result

Our client implemented the collaborative care management model with seven California ACOs, ensuring better management of chronic conditions, improved access to care for reduced admissions and emergency room visits, and value-based decisions by physicians, such as higher rates of generic drug substitutions for lower overall cost of prescription drugs for more than 200,000 members. Our client has since leveraged the same model with 14 California ACO providers.



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About ICF

ICF (NASDAQ:ICFI) is a leading provider of professional services and technology-based solutions to government and commercial clients. ICF is fluent in the language of change, whether driven by markets, technology, or policy. Since 1969, we have combined a passion for our work with deep industry expertise to tackle our clients' most important challenges. We partner with clients around the globe—advising, executing, innovating—to help them define and achieve success. Our more than 5,000 employees serve government and commercial clients from more than 65 offices worldwide. ICF's website is icf.com.

As a result of close collaboration between the health plan and medical group:

- Hospital inpatient stays reduced by 18 percent per 1,000 members
- Overall hospital admissions reduced by 4 percent
- Outpatient emergency room visits reduced by 4 percent
- Visits for radiology and other laboratory tests reduced by 4 percent

The ICF healthcare solution cut costs by \$4.7 million in the first six months of the program, driven by improved utilization metrics, including:

- Improved "gap in care" closure in the first year
- On average, a 35 percent increase in the number of mammograms performed

For more information, contact:

ICF Healthcare Solutions
healthcareconsulting@icf.com +1.703.934.3603

