



## 2016 Evolving Health Interview Series

**Interview Title:** *Primary Care = Back to the Future*

**Interviewee:** Herb Fritch, President, Cigna-HealthSpring

Our business model at Healthspring is really to do shared risk and form physician organizations in all of our markets to do that. We've been doing it in one form or another for 25 years, so it's not particularly new. I think it was the key success in Healthspring in allowing us to compete in Medicare Advantages - a small startup company. And it's just a model we believed in. We've worked at for a lot of years now, and it's worked well for us over the years.

Really, at least to me and our model, it's a physician-led team. Very much primary care based, but our physician organizations that we have helped form and manage day-to-day on an ongoing basis, at least for our patient populations, are multi-specialty in nature. But it's kind of going back to the future, if you will. I mean, every patient's got a primary care doc, a primary care hold accountable, and for both costs and outcomes and quality, and for our willing to share a lot of the rewards with those physician organizations.

I'd say we've been doing this for 25-30 years. The bottles evolved. We've scaled it. We have a half a million Medicare Advantage members in 15 states now, and probably 60-70% of those patients are in the shared risk models. And we're very confident in the model. It's not that new to us. We find the Marketplace evolving.

I think that there is just an increasing amount of investment in capital, and resources heading in this direction where the large provider systems are all evolving toward this model. I wouldn't say it's going terribly quickly, but, boy, there's a lot of momentum heading there, and I think more consensus that that's where the system has to evolve to eventually.

At the heart of the model and the foundation is really just more changing the incentives and getting information to physicians, getting them engaged. I think more and more that's got to be technology enabled, and I think the technology can help but I don't think technology in and of itself is what's going to drive the success. At the heart of it, it's really not the technology; it's more getting doctor engagement, changing behavior. And the technology can certainly help in that, and we're looking for new technology solutions to make us more efficient and more effective in how we go about that.

*April 15, 2016*

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As much as anything, it's a long road, and it strikes me - even with the consensus that that's where we need to head - there's still a lot of inertia in the current system. And I guess it's disappointing a little bit to me at how fast the system is moving, but I'm still confident we'll get there at some point. And the system can change to one that will make it more effective in terms of the efficiency in the outcomes that the healthcare system eventually produces.

*April 15, 2016*

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