

# THE AIS REPORT

## on Blue Cross and Blue Shield Plans

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## Blues Plans, Lumeris Acquire NaviNet To Support Development of ACOs, PCMHs

Three Blues plans — Highmark Inc., Horizon Blue Cross Blue Shield of New Jersey and Independence Blue Cross (IBC) — are partnering with health IT provider Lumeris Corp. to acquire communication network NaviNet in the hopes of streamlining data in care delivery systems such as accountable care organizations (ACOs) and patient-centered medical homes. As one health care consultant observes, the acquisition also might offer an opportunity for these insurers to branch out this type of integrated data platform to other Blues plans down the road.

The deal with the Blues plans, NaviNet and Lumeris is a sign that "the industry is going to start creating partnerships that provide a more integrated level of care that focuses on the patient's health," Deb Mabari, CEO of Cody Consulting Services, Inc., a health care consulting firm in Tampa, Fla., tells *The AIS Report*.

These types of integration platforms are going to become more prevalent over time, Mabari predicts. "And that's the reason why [the Blues plans] needed Lumeris in the deal — because Lumeris is providing a platform 'in the cloud.'" That, in essence, will enable Lumeris to integrate much of NaviNet's services across the board to create more

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## Horizon Collaborates With N.J. Schools To Support Nurses' Role in Medical Homes

Something critical has been missing from the patient visit to the doctor's office, Richard Popiel, M.D., president and chief operating officer, Horizon Healthcare Innovations (HHI), tells *The AIS Report*.

Patients are typically greeted by the office staff, sign in, and if it's the first visit, they provide their insurance card, Popiel says. "You have to sit down and usually wait for a longer period of time than you would like. You're brought into the examining room, a nurse comes in and asks why you're here, gets vital signs, a little additional history, walks out the door, puts the record in. And then you wait anxiously to hear that little click of the physician picking up your chart outside the door, knowing that you're next. You get examined and then discharged."

Not once during any part of the visit "is there someone looking not just at you, but at *everyone* in that practice with diabetes or everyone in that practice with asthma and understanding how the office is practicing in that population," Popiel says. HHI, a subsidiary of Horizon Blue Cross Blue Shield of New Jersey, is collaborating with several New Jersey nursing schools in an effort to change this dynamic by training at least 200 nurses as population care coordinators, supporting Horizon members who are being treated in patient-centered medical homes.

Population care coordinators essentially function as nurses who work in the offices of primary care doctors, and help improve the coordination of care for patients. "Working closely with primary care doctors and care teams, these care coordinators follow up with patients to address their needs, continuously update personalized health plans

**The AIS Report:** Are there any other challenges you are dealing with as CEO?

**Wilson:** We've got to continue to accelerate our own corporate transformation both internally and externally. While we are in full compliance with all of the provisions of the Affordable Care Act, we've got to make sure we're positioned to continue to comply while remaining flexible to respond to the needs of the marketplace. The regulations are not rolling out in a timely way from HHS. Sometimes you're figuring out how to be compliant without any real clear guidance on that. So that will remain a challenge. We'll remain focused on our administrative cost reduction efforts to make ourselves more efficient while maintaining levels of customer service and quality they deserve.

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## Blues, Lumeris Acquire NaviNet

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data efficiencies, "a seamless workflow, no matter who you are, where you are," she explains.

The three Blues plans, which collectively serve more than 11 million people, on Feb. 14 unveiled the deal with Lumeris to acquire NaviNet for an undisclosed price. According to a prepared statement from Lumeris, NaviNet is the nation's largest real-time communication network for the health insurance industry, speeding and simplifying more than 50 kinds of administrative, financial and clinical transactions among three-quarters of America's physicians, 3,800 hospitals and some of the nation's largest health insurers, including Highmark, Horizon and IBC. NaviNet, based in Boston, is independently owned. Lumeris is a unit of Essence Group Holdings Corp.,

### AIS Survey Data

#### **BCBS Organizations by Total Medical Membership Gained During 2011**

Health Plan	Total Medical Membership		
	2011	2010	Difference
WellPoint, Inc.	29,460,406	28,690,000	770,406
Wellmark Blue Cross and Blue Shield of Iowa	1,788,579	1,248,594	539,985
Blue Cross and Blue Shield of Illinois	7,290,656	6,795,513	495,143
BlueCross BlueShield of Tennessee	3,499,743	3,117,310	382,433
Triple-S Management Corporation	1,614,711	1,346,287	268,424
Independence Blue Cross	2,382,357	2,152,342	230,015
CareFirst BlueCross BlueShield	3,496,446	3,330,217	166,229
Highmark Blue Cross Blue Shield	3,837,850	3,671,863	165,987
Blue Cross and Blue Shield of Louisiana	1,448,708	1,311,005	137,703
BCBS of Western New York and BlueShield of Northeastern New York	625,329	503,092	122,237
Wellmark Blue Cross and Blue Shield of South Dakota	324,370	212,287	112,083
Blue Cross Blue Shield of Michigan	4,436,836	4,338,022	98,814
Premera Blue Cross	1,480,000	1,399,000	81,000
Excellus BlueCross BlueShield	1,691,930	1,616,215	75,715
Blue Cross and Blue Shield of Texas (BCBSTX)	4,617,520	4,595,880	21,640
Hawaii Medical Service Association	689,913	680,312	9,601
Highmark Blue Cross Blue Shield West Virginia	274,820	265,570	9,250
Blue Cross and Blue Shield of Montana	250,562	243,343	7,219
Blue Cross Blue Shield of North Dakota	411,982	404,953	7,029
Blue Cross and Blue Shield of Nebraska	672,374	668,170	4,204
Blue Cross and Blue Shield of Vermont	145,652	142,413	3,239
Blue Cross of Idaho Health Service, Inc.	417,673	416,352	1,321
Blue Cross Blue Shield Northern Plains Alliance	23,367	22,856	511

SOURCES: Excerpted from *The AIS Guide to Blue Cross and Blue Shield Plans: 2012*, available later this month. Visit <http://aishealth.com/marketplace/ais-guide-blue-cross-and-blue-shield-plans> for ordering information. Data is from AIS's *Directory of Health Plans: 2012* and AIS's *Directory of Health Plans: 2011*.

METHODOLOGY: Enrollment compiled from surveys and supplemented by publicly available data sources, researched by AIS editorial staff. Enrollment data is as of the fourth quarter and includes medical enrollment only. Includes both insured and ASO membership. Does not include pharmacy, Medicare Part D, dental or other specialty enrollment.

NOTE: Includes membership in plans that are not marketed under BCBS brand, where applicable.