Listening Session Part 1 on Assessing Best Practices in Care Delivery for Population-Based TCOC Models

Presenters:

Subject Matter Experts

- Debbie Zimmerman, MD, Corporate Chief Medical Officer, Lumeris
- David Kendrick, MD, MPH, Principal Investigator and CEO, MyHealth Access Network
- Yi-Ling Lin, Healthcare Actuary & Financial Strategist, Terry Group

Previous Submitter

- Shari M. Erickson, MPH, Chief Advocacy Officer and Senior Vice President, Governmental Affairs and Public Policy, American College of Physicians; The "Medical Neighborhood" Advanced Alternative Payment Model (AAPM) (Revised Version) proposal
Presentation:
*Lumeris Model and Total Cost of Care*

Debbie Zimmerman, MD
Corporate Chief Executive Officer,
Lumeris
Lumeris Model and Total Cost of Care

EHI MO / IL
Dr. Deborah Zimmerman
Corporate Chief Medical Officer
Lumeris Drivers and Outcomes

**Essence Healthcare**

64,000 Member MAPD Plan in MO/IL

**DRIVERS**

- Aligned Incentive Payer/Employer Contracting
- Effective Compensation & Incentives
- Care Delivery Transformation & Delivery of Accountable Primary Care (Nine C’s®)
- Enterprise Engagement
- Ideal Leadership & Organizational Structure
- Powerful Technology & Information

**OUTCOMES – Triple Aim Plus One**

- **Reduced Per Capita Costs of Care**
  - 26% lower costs vs. FFS Medicare

- **Improving the Health of Populations**
  - Average of 4.5 Stars for the past twelve years, 5 Stars for 2022

- **Increasing Physician Engagement**
  - 89% of providers rate they are satisfied w/collaborative payer

- **Improving the Consumer Experience of Care**
  - Highest consumer satisfaction

*Health System, Facility, Others…

Sources: 2016 AON Actuarial Study, 2019 Provider Satisfaction Summary, CMS Star Ratings

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Every member attributed to an accountable primary physician

Every accountable physician part of a group

Every group in a value-based contract

Best Practices in TCOC Alignment

- Primary Care providers must be aggregated into groups
- 100% of Primary care groups have TCOC incentives
- TCOC includes all costs – Medical and Pharmacy, Capitated services, Reinsurance, Rebates
- TCOC incentives balanced with Quality and Access
- Complete transparency into cost of care
- EHI and Medical groups share in surplus for total alignment
- Level of risk varies depending on Medical group capabilities
- EHI invests in service to assist groups in managing population
  - Care Management
  - Physician Engagement staff
  - Medical Group Collaboration
  - Data and Analytics
Delivering Total Population Management

**Decreased** spend in high-risk patients through effective management of complex patients and **increased** spend in low-risk patients for preventive care to promote health and wellness.*

*Source: 2016 AON Actuarial Study*
Reducing Unnecessary Costs & Utilization

New care model shifts utilization to more appropriate sites of service compared to FFS Medicare.*

- **48%** Reduced specialist spending
- **18%** Fewer readmissions
- **26%** lower costs
- **52%** lower SNF costs
- Outpatient facility surgery spending **1.5x** higher
- Lowered inpatient costs by **23%**
- Maintained **1.2% cost trend** vs. 4-5% national average*
- Spending for primary care **34%** higher

*Source: 2016 AON Actuarial Study*
Aligning value-based incentives at the group and individual levels is essential for transforming the business model.

**Value-Based Contract Incentives**

Evaluate organization’s maturity along risk spectrum:
- Early incentives around behaviors necessary to manage populations
- Move to TCOC balanced with Quality and Access
- Collaborate on goal setting
- Evolve incentives to advance risk
- Complete transparency in performance and cost of care
- Leverage physician leadership as plan advisors

**Value-Based Compensation**

Align physician compensation with payer contract:
- Tie payment to measurable incentives
- Cost, quality, access, patient satisfaction, involve physicians
- Encourage team accountability with combination of group and individual incentives
- Differentiate high performance
- Advance over time
- Foster transparency and comparative performance
- Goal of 30-50% of compensation tied to value

**OUTCOMES**

- Upside only
- Upside + downside risk with quality incentives

*Lumeris client data

Advanced provider groups along risk tiers
Care Delivery Transformation / Delivery of Accountable Primary Care

Population-based care is most effective when guided by physicians, supported by payers.

**Care Delivery Model Design**
- Define delivery of accountable primary care
- Leverage existing programs and resources
- Evaluate care team capabilities
- Use next generation analytics to define opportunities
- Develop population-specific programs

**Care Management Programs**
- Structure programs and support based on maturity
- Avoid duplication and redundancy
- E.g., Transition, Complex Case, Quality Campaigns
- Multidisciplinary team as needed
- Review program impact and adapt operations

**OUTCOMES**
- 6-8% improvement in medication adherence
- 18% fewer readmissions compared to FFS Medicare
Deep Dive: Practice Transformation in Market

EHI provider engagement teams support physicians as they transition to a new care delivery model.

1. Nine C’s & Act Visits
   - Approx. 1 Population Health Manager per 20 practices
   - Intro Meetings
   - Understanding the contract/model
   - Workflow analysis
   - Introduction to the platform and Nine C’s
   - Performance reviews

2. Workflow Transformation
   - Clinical nurse specialists focused on workflow transformation
   - In-person observation of practice operations
   - Recommendations tailored to capabilities, resources, Nine C’s
   - Leverage technology to reduce administrative burden

3. Physician Boot Camp
   - One-day accountable physician training
   - Transform into an Accountable practice
   - Understand how to evaluate your performance
   - Identify opportunities for improvement
   - CME credit
Enterprise Engagement
Ideal Leadership and Organization

The right network and governance structure help drive physician mind share and accountability—for new and existing provider groups.

Leadership and Network development

- Strategic commitment to value-based care
- Identify and mentor clinical leaders
- Ensure panel density and network adequacy
- High performing network or create “network within network”
- Identify variation and work to reduce over time

Organization

- Enact collaborative governance structure
- Leverage existing forums
- Set cadence for ongoing meetings and communication
- Review performance regularly, sharing best practices, shared accountability
- Align strategy and operations

OUTCOMES*

800+ physicians recruited to clinically integrated network including specialty and primary care, independent and employed physicians

Effective governance established medical director, POD, and JOC meetings to drive physician alignment

*Lumeris client data
Defining the POD Governance and Leadership Structure

What is a POD?
• A Pod is a group of physician practices that share similarities around geographic region and/or patient panels
• All providers within the Pod will share a physician lead and population health manager
• Medical leadership aligned to Pods to provide oversight

Participation in a POD will:
• Promote best practice sharing amongst similarly structured provider groups
• Assess quality and cost performance among the group
• Identify operational success, opportunities, and barriers
• Drive data transparency and information usage
Presentation: *Infrastructure for Innovation: Lessons from the Front Lines*

David C. Kendrick, MD, MPH

Principal Investigator and CEO, MyHealth Access Network
Infrastructure for Innovation: Lessons from the Front Lines

Health Information Exchange
Health Data Utility

David C. Kendrick, MD, MPH
Disclosures

David C. Kendrick, MD, MPH
• CEO, MyHealth Access Network
  – Oklahoma’s Statewide Health Information Exchange
• Chair, Department of Informatics, OU School of Community Medicine
• Assistant Provost for Strategic Planning, OU Health Sciences Center
• Founder of MedUnison, LLC and developer of Doc2Doc
• Immediate Past Chair, Board of National Committee for Quality Assurance
• Board, Patient Centered Data Home, nationwide interoperability model
## Experience with CMMI Models

<table>
<thead>
<tr>
<th>Model</th>
<th>Roles</th>
<th>Timing</th>
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</table>
| Comprehensive Primary Care Initiative (CPC Classic) | • Convener  
  • National Faculty  
  • Data Aggregator                                                  | 2012-2016  |
| CPC+                                            | • Data Aggregator  
  • National Faculty  
  • Convener                                                          | 2017-2021  |
| Accountable Health Communities                  | • Principle Investigator  
  • Bridging Organization                                               | 2016-2022  |
| Primary Care First                              | • Event Alerting  
  • Proposed:  
    • Data Aggregator  
    • Social Determinants of Health Screening  
    • Convener                                             | 2022-?     |
Lessons Learned

1. Model design:
   a. Multi-payer models produce scale and reduce provider burden, but must be self-governed for commercial payers to trust them
   b. Consider including potential model participants in the model design process, piloting any complex process elements

2. Model execution:
   a. Scope of data available to providers is critical
   b. Patient attribution is a difficult concept for providers and is not accounted for in their internal analytics
   c. Provide Alerting services for Sentinel Events

3. Performance measurement and reporting:
   a. Community-wide quality measurement required for true performance results
   b. Incent providers to take on the sickest patients by measuring and rewarding *improvement* at the individual patient level rather than achievement of an arbitrary numerical goal on average.
   c. Use at least some common metrics across all models to facilitate comparisons
   d. More rapid interim and final results to avoid ending models and losing the investment in process and infrastructure

4. Model-specific feedback:
   a. CPC/CPC+: Effective care coordination requires HIE, electronic referral and consultation technology
   b. CPC/CPC+: Chronic Care Management codes may have blunted the impact of primary care transformation models
   c. AHC: SDoH screening and intervention can be done at scale and actually reduce provider burden
   d. All: Transformation takes time- progress appears to be proportional to dwell time

5. Infrastructure for Innovation:
   a. Common infrastructure required for most innovation models
   b. Starting up and winding down is expensive and wastes model time and resources
   c. The roles of convening and training matter, especially where multiple organizations are working together
   d. Using subcontractors can disintermediate the community from CMMI- consider regular direct meetings
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Comprehensive Primary Care “Classic”

>$100M in Care Management and Practice Transformation fees to PCPs

- 68 practices, 265 docs
- OK Payers require MyHealth Participation
- >30 hospitals affiliated
- Four payers (BCBS, CCOK, Medicaid, Medicare)
- >90% of covered lives
- Shared savings Y3-4
Lessons Learned

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Claims Data
Claimed diagnoses, procedures, medications

Patient Out of Pocket

EHR 1  EHR 2  EHR 3  EHR 4  EHR 5  EHR 6  EHR 7  EHR 8  EHR 9  EHR 10

Public Health Department
SureScripts
Independent Pharmacies
Federal Source (VA/DoD/IHS)

Patient A
Patient B
Patient C
Patient D
Oklahoma’s Patient Data Fragmentation quantified

70% of attributed patients in MyHealth have records in 2 or more systems

Corroboration:
Average PCP must coordinate care with 225 other providers in 117 other organizations

Pham, HH, NEJM 2007; 356: 1130-1139
Diabetes patients with records elsewhere

86% of all diabetes patients have data in 2 or more other provider organizations.
Data fragmentation by EHR Vendor

31% KNOWN

69% UNKNOWN
>1400 locations serving >110,000 patients daily
MyHealth Provider Portal + FHIR API
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Who are my patients?

Attribution can be confusing, but is critical to understand . . .

<table>
<thead>
<tr>
<th>T-36m</th>
<th>T-30m</th>
<th>T-24m</th>
<th>T-18m</th>
<th>T-12m</th>
<th>T-6m</th>
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Patients I’ve Seen

Payer 1 attribution

Payer 2 attribution

Payer 3 attribution

Payer 4 attribution
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30-day readmission monitoring
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Trusted 3rd Party for Measurement

Payer-specific Metrics
- ER Utilization
- Admissions
- Prescription drug use
- Etc.

Provider-specific Metrics
- Clinical outcomes
- BP mgmt
- DM performance
- Etc.

Voluntary All Payer Claims Database

MyHealth Analytics: Trusted Third Party

Clinical Data

Health Information Exchange
Example: HbA1c control – what is the correct answer for each provider? Patient? Payer?

<table>
<thead>
<tr>
<th>EHR 1</th>
<th>EHR 2</th>
<th>EHR 3</th>
<th>EHR 4</th>
<th>EHR 5</th>
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<th>EHR 7</th>
<th>EHR 8</th>
<th>EHR 9</th>
<th>EHR 10</th>
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<tr>
<td>Claims: Medicaid</td>
<td>Claims: Commercial 1</td>
<td>Claims: Commercial 2</td>
<td>Claims: Commercial 3</td>
<td>Claims: Commercial 4</td>
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<tr>
<td>Patient A</td>
<td>Patient C</td>
<td>Patient D</td>
<td>6.9%</td>
<td>7.5%</td>
<td>10%</td>
<td>7%</td>
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<tr>
<td>Public Health Department</td>
<td>SureScripts</td>
<td>Independent Pharmacies</td>
<td>Federal Source (VA/DoD/IHS)</td>
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Example: HbA1c control – what is the correct answer for each provider? Patient? Payer?
### Claims Data

- **Claimed diagnoses, procedures, medications**
- **Patient Out of Pocket**

#### EHRs

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<td>7%</td>
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#### Claims

- **Medicaid**
- **Commercial 1**
- **Commercial 2**
- **Commercial 3**
- **Commercial 4**
- **Medicare**

- **Independent Pharmacies**
- **SureScripts**

#### Public Health Department

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#### Federal Source (VA/DoD/IHS)

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#### Out of Control >9

- **Patient A**
- **Patient B**
- **Patient C**
- **Patient D**

#### Take 3 diabetes measures:

1. Appropriate Testing
2. Control <8
3. Out of Control >9

### Other Information

- 12.1%
- 7.5%
- 6.9%
- 9.8%
- 10.5%
- 9%
- 8.5%
- 8%
Take 3 Diabetes Measures:

Isn’t this what we really want to know?

Payers will get multiple scores on the same patient—what do they do with that?

Looking at populations, we cannot roll these up . . .

<table>
<thead>
<tr>
<th>Source</th>
<th>Appropriate HbA1c Testing</th>
<th>DM in control (A1c&lt;8)</th>
<th>DM out of control (A1c&gt;9)</th>
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</thead>
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<tr>
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<td>VA/DoD/IHS</td>
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<tr>
<td>Population:</td>
<td>?</td>
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<td>Patient A:</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Patient B:</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Patient C:</td>
<td>100%</td>
<td>100%</td>
<td>0%</td>
</tr>
<tr>
<td>Patient D:</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Population:</td>
<td>100%</td>
<td>50%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Patient-centric measurement
Measure once, reuse many times for many perspectives...

+ = patients that count positively to eCQM’s
- = patients that count negatively to eCQM’s
E = patients that are excluded from eCQM’s

eCQM’s calculated in real time based on changes in a patient’s cross-community data by placing a box around any portion of a population.
Lessons Learned

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CPC+ Expenditures by Product Line
Lessons Learned

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Pre-Community-Wide Care Transition Management

- Understaffed
- No written procedures in place
- No quality monitoring or backup procedures
- Initial contact: 4-60 days
- 50 to 3,000 referrals behind
- Many simply dropped
ALL Observed Transitions Between Visit Request Statuses

Symbol Interpretations
- Arrows represent transition from one referral status to another
- Arrow thickness is proportional to # of transitions
- Status color represents relative length of time consults remain in each status (compared to others in this subset): red = longest; green = shortest
- Status states are abbreviated
Community-wide Care Transitions Process

- All communications electronic and logged
- Status of referral events clear to all involved parties
- No faxes, no printing: All records sent electronically to receiving provider
- Sending providers given the software, trained in 0.5 days
- Enables sending and receiving provider to meet meaningful use for care coordination, with or without an HIE
Results: A Tale of Two Clinics

Clinic 1:
Visit Request Status as of August 31, 2011 by Month Initiated:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>N %</td>
<td>362</td>
<td>325</td>
<td>438</td>
<td>426</td>
<td>457</td>
<td>392</td>
<td>5,017</td>
<td></td>
</tr>
</tbody>
</table>

- **Scheduled**: 154 (37.7%)
- **Cancelled**: 115 (27.5%)
- **Visit Occurred: Complete**: 140 (32.8%)
- **Visit Occurred: Report Pending**: 5 (1.1%)
- **Consult in Progress**: 4 (0.9%)
- **Failed Appointment**: 2 (0.4%)
- **Cancelled by Receiving Provider**: 8 (1.8%)
- **Cancelled by Sending Provider**: 77 (17.9%)
- **Rejected by Receiving Provider**: 3 (0.7%)
- **Not Specified**: 0 (0.0%)

Clinic 2:

- **Cancelled**: 9 (2.1%)
- **Complete**: 104 (24.3%)
- **Incomplete**: 229 (53.3%)

- **Scheduled**: 124 (28.8%)
- **Visit Occurred: Complete**: 105 (24.3%)
- **Visit Occurred: Report Pending**: 42 (9.7%)
- **Consult in Progress**: 9 (2.1%)
- **Failed Appointment**: 24 (5.6%)
- **Cancelled by Receiving Provider**: 20 (4.7%)
- **Cancelled by Sending Provider**: 44 (10.3%)
- **Rejected by Receiving Provider**: 5 (1.2%)
- **Not Specified**: 0 (0.0%)
eConsultations to optimize care transitions

Primary Care Provider

Interview, Examine

Referral initiated

PCP Clerk

Add clinical story

Schedule Patient

Specialist Clerk

Need to see

Doc2Doc Interaction

Consultant

Schedule Patient

Doc2Doc Interaction

Consultant

PCP Clerk

Add clinical story

Schedule Patient

Specialist Clerk

Need to see

Consultant

Primary Care Provider

Interview, Examine

Referral initiated
Results: eConsultations in Medicaid

• Patients receiving an online consult had a significant reduction in PMPM cost of care when compared with themselves as historical controls:
  – $140.53 Pre Consult vs. $78.16 Post Consult
  – Net savings of $62.37, p=0.021

• Compared with patients who received a referral but NOT a consult:

<table>
<thead>
<tr>
<th>Cost Type</th>
<th>Mean PMPM Cost Change</th>
<th>Mean Percentage Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facility Costs (UB92)</td>
<td>-$13.00</td>
<td>-20%</td>
</tr>
<tr>
<td>Professional Costs (HCFA 1500)</td>
<td>-$108.04</td>
<td>-34%</td>
</tr>
<tr>
<td>Pharmacy Costs (PBM)</td>
<td>-$9.14</td>
<td>-14%</td>
</tr>
<tr>
<td>Total Costs</td>
<td>-$130.18</td>
<td></td>
</tr>
</tbody>
</table>
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MyHealth now working with social needs and early childhood programs, where data is even more fragmented . . .
Accountable Health Communities: Statewide Screening for Social Needs
Accountable Health Communities: CRS

4,857 Resources in CRS Database, All 77 Counties in OK Covered by CRS Database
Accountable Health Communities: CRS

Thank you for completing the Accountable Health Communities Survey!

Listed below are free or reduced cost resources that could help meet your needs. We strongly encourage you to call ahead before you visit any service or program. It is important to confirm the hours the program is open, the qualifications for the program and how they can help before you visit any location.

For additional resources, you can text your zip code to 898-211, call 2-1-1 or visit www.211ok.com.
AHC by the Numbers
(August 2018 – May 15, 2021)

Screening Responses
- Opened
- Responded
- Has Need

- 2,792,000+ Offers to Screen
- 477,000+ Responses
- 94,000+ Responses with a Need
- 152,000+ Individual Needs Reported
- 11,200+ Eligible Navigation Cases (Medicare and Medicaid Only)
- 13,400+ Navigation Needs Resolved (Medicare and Medicaid Only)
Approx. 1 in 3 responses from the ER report at least 1 need compared to approx. 1 in 5 in a primary care setting.
MyHealth AHC Need Rates by Insurance Type

<table>
<thead>
<tr>
<th>Need Category</th>
<th>No Insurance</th>
<th>Medicaid</th>
<th>Medicare</th>
<th>Commercial</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Patient Need Rate</td>
<td>52%</td>
<td>36%</td>
<td>22%</td>
<td>17%</td>
</tr>
<tr>
<td>Food Need Rate</td>
<td>48%</td>
<td>26%</td>
<td>13%</td>
<td>9%</td>
</tr>
<tr>
<td>Living Situation Need Rate</td>
<td>31%</td>
<td>15%</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>Utility Need Rate</td>
<td>17%</td>
<td>12%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Transportation Need Rate</td>
<td>10%</td>
<td>10%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>Safety Need Rate</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Cycle of Improvement

CMMI CPC+ DA ended in 2021!

Total Cost of Care and Utilization

Social Needs Screening & Intervention

Alerting to Sentinel Events

CMMI AHC ends in 2022!

All three together will maximize the impact
Preliminary Results!
Preliminary Results!
Putting it all together

Clinical

Claims/Cost

SDoH

Sweet Spot
Population Health Command & Control
Population Health Command & Control
Lessons Learned

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Preliminary Results!

Note: CommunityCare of Oklahoma data is still under review and validation at this time; we will update this note once it is finalized and ready for use.
Preliminary Results!


Inpatient Expenditure: The expenditures associated with all inpatient claims.
Outpatient Expenditure: The expenditures associated with all outpatient claims.
Total Expenditure: The expenditures associated with all claims including Inpatient, Outpatient, Home Health, Skilled Nursing Facilities, Hospice and Durable Medical Equipment.

Note: CommunityCare of Oklahoma data is still under review and validation at this time; we will update this note once it is finalized and ready for use.
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Common Infrastructure Ingredients needed for Most Models

- Actionable Results
- Alerting on Sentinel Events
- Analytics & Measures
- Claims Data
- Clinical Data
- Governance/Trust
>1400 locations serving >110,000 patients daily

Oklahoma Non-Profit, 501c3
Established in 2009:
more than . . .
• 4M individuals with
• 12 years of clinical history
• 8 years of claims data
• 4 years of SDoH data
Potential innovation labs nationwide
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Discussion

David.Kendrick@MyHealthAccess.net

MyHealth@MyHealthAccess.net

www.MyHealthAccess.net
Presentation: *Population-Based Total Cost of Care Models – An Actuarial Perspective*

Yi-Ling Lin
Healthcare Actuary & Financial Strategist, Terry Group
Physician-Focused Payment Model Technical Advisory Committee (PTAC)

Population-Based Total Cost of Care Models – An Actuarial Perspective

June 7, 2022
Beyond the Numbers: Three Structural Change Imperatives

1. Use of Historical Data
2. One-Year Time Horizon
3. Use of Risk Scoring

There are many other imperatives – incentive alignment, data sharing, true cost vs. price analysis (via fee schedule), health equity, etc.

These 3 are the most foundational elements to move the needle in the right direction.
Using Historical Data

- Over-reliance on historical data perpetuates what’s been done in the past

- Trend is a measure that anchors to the past
  – No anchor to the desired future state

- Organizations that manage well compared to last year are essentially punished with lower targets next year
  – Encouraged to just barely achieve targets
The One-Year Time Horizon

• Health is a long-term issue

• One-year measures encourage management to that timeline
  – What’s the ROI?
  – Lack of planning for “non-normal” years
    – Management of reserves
    – Supply chain
    – Inflation and Inverted Medical CPI
    – Endemic, Mental Health and Social Trauma
Use of Risk Scoring

• Risk scores are a predictor of cost, not a reflection of need, and thus a tool for allocating cost, not a tool for personalizing healthcare

• Incorporating SDOH is a step in the right direction, but often SDOH are proxies
  – Income, zip code, race, etc. are not data about actual need
  – Mixing a cost predictor with a tool for allocating resources

• Investment should
  – Support deployment to all patients not just those covered under APMs
  – Tailor treatment appropriately to match the need for all patients
Contact

Yi-Ling Lin, FSA, MAAA, FCA
Principal
Tel: 312-574-1510
Email: yi-ling.lin@terrygroup.com
Presentation: The Medical Neighborhood Advanced Alternative Payment Model

Shari M. Erickson, MPH
Chief Advocacy Officer and Senior Vice President, Governmental Affairs and Public Policy, American College of Physicians

The "Medical Neighborhood" Advanced Alternative Payment Model (AAPM) (Revised Version) proposal
Listening Session on Assessing Best Practices in Care Delivery for Population-Based Total Cost of Care (PB-TCOC) Models

PTAC Public Meeting, June 7, 2022

Shari M. Erickson, MPH
Chief Advocacy Officer and Senior Vice President, Governmental Affairs and Public Policy
Patient-Physician collaboration – agree that a specialty referral is appropriate

Referral to a specialty practice

Specialty practice pre-screens referral and accompanying documentation

Visit – triggers and “active phase” of attribution

Specialty practice role may vary – could co-manage the patient’s treatment or be the primary manager
Best Practices for Overall Clinician Engagement in Accountable Care Arrangements

• Focus on the development and implementation of a more limited set of measures that are patient-centered, actionable, appropriately attributed, and evidence-based measures for public reporting and payment purposes, while also supporting the use of additional clinically meaningful measures for internal quality improvement.
  • Incentivizing the use of QI measures will allow for greater innovation opportunities and will engender trust; establish “safe harbors”
  • Move toward measurement at the practice level rather than at the level of the individual clinician.
  • ACP has reviewed internal medicine-relevant measures for validity – prioritize use of these
  • Also prioritize measures focused on prevention – e.g., cancer screening; SBIRT for tobacco, alcohol, and drug use

• Performance targets must be provided to physicians and their clinical care teams in a prospective and transparent manner and that all performance feedback be accurate, actionable, and timely (provided at least quarterly). Appropriate attribution and benchmarking are critical!
  • Voluntary patient attribution is the gold standard
  • Patient-relationship codes are promising form of attribution
  • Absent these, robust case minimums should be used
  • Benchmarks should be fixed across all participants; relative benchmarks create arbitrary winners and losers
  • Prospective benchmarks should be set using the most current data available (perhaps via shorter performance periods)
Best Practices for Overall Clinician Engagement in Accountable Care Arrangements (cont.)

• PC and/or SC work collaboratively with the patient to establish a care plan.
  • Customized to account for individual patient and family circumstances and preferences

• Utilize care coordination agreements between primary care and specialty care practices that allow for all involved in the patient’s care to understand their role and expectations
  • Clarify when the specialty clinician is acting as the patient’s primary clinician, or the PC and specialty clinician agree to co-manage a patient’s care
  • Communication and data-sharing protocols should be clearly established within these agreements, including mechanisms that ensure notifications are prioritized based on urgency
  • Ensure clarity when the handoff needs to occur back to PC, including templates for these transitions of care (allowing for patient preferences)
  • Each practice should establish an internal plan that defines team members for all clinical and care coordination tasks
How to Encourage Specialty Engagement?

• Models must be scalable to different types of specialties while being built on a fundamentally similar framework, which allows it to be understandable and predictable to both the PC practices and the specialty practices – the Medical Neighborhood Model allows for this.

• Communication and information sharing is critical – specialty clinician (SC)/practice should be involved in pre-screening all referrals and accompanying documentation.

• Care coordination agreements!

• Reimbursement structure must support SC engagement and unnecessary and duplicative work/administrative burden must be reduced.
  • Critical to triage all referrals!

• TCOC models should incorporate incentives for patients to engage participating specialists – transportation, copay waivers, etc.

• TCOC can be reviewed and aggregated at each practice and across both the PC and SC practices (excluding any cost attributed to specialists outside the model).
How to operationalize this?

Critical Elements of the Referral

- **Prepared Patient**
- **Patient Demographics and Scheduling Information**
  - Include any special considerations such as language needs, vision/hearing/cognitive impairments, need for caregiver assistance, etc.
- **Referral Information**
  - *Clinical Question / Detailed Reason for Referral*
    - Summary of pertinent details
    - Patient goals
    - Urgency (referral priority status)
  - *Supporting Pertinent data*
  - *Referral type (role for specialty care)*

**Patient’s Core Data Set**
- Active problem list
- Past medical and surgical history
- Medication list
- Medical allergies
- Preventive care (e.g. vaccines and diagnostic test)
- Family history
- Habits / social history
- List of providers (care team) (other specialists caring for patient)
- Advance directive
- Overall current care plan and goals of care
- Any pain agreement, Care Management and/or Behavioral Health contacts

**Core Coordination / Referral Tracking**
Referral request sent, logged and tracked and acted on

https://www.acponline.org/acp_policy/policies/beyond_the_referral_position_paper_2022.pdf
How to operationalize this?

A High Value Referral Response

- **Answer the clinical question / address the reason for referral**
  - Summary (include some thought process)
- **Agree with or Recommend type of referral / role of specialty care**
- **Confirm new, existing, or changed diagnoses**
  - Include “ruled out”
- **Medication / Equipment changes**
- **Testing** results, testing pending, scheduled or recommended
  - including how / who to order
- **Procedures** completed, scheduled or recommended
- **Education** completed, scheduled or recommended

- Any “secondary” referrals made
  - Confer with and/or copy PCP on all
- **Any recommended services or actions to be done by the PCP/PCMH**
- **Follow up** scheduled or recommended
- **Clear indication of**
  - What specialty care is going to do
  - What the patient is instructed to do
  - What the referring physician needs to do and when

*Easy to find and refer to in the response note*

[https://www.acponline.org/acp_policy/policies/beyond_the_referral_position_paper_2022.pdf](https://www.acponline.org/acp_policy/policies/beyond_the_referral_position_paper_2022.pdf)
Integration of Behavioral Health with Primary Care (and Specialty Care)

- Collaborative Care Model (CCM)
  - Allows patient to be seen by PC and evaluated for behavioral health issues, consultation with psychiatry, and referred if needed

- CCM is a good start, but...
  - Cost of implementation for PC must be supported, including covering upfront costs to build infrastructure
  - Overall payment for the services is insufficient

- Consider integration of CCM with the Medical Neighborhood Model – would also allow SC to engage more fully in the care of patients with complex needs that include behavioral care
Addressing Health Equity and Social Drivers of Health

• Payers must prioritize inclusion of underserved patient populations in all value-based payment models.

• We must work to create a validated way to measure the cost of caring for patients who are experiencing health care disparities and inequities based on personal characteristics and/or are disproportionately impacted by social drivers of health.

• Clinicians and practices should be incentivized to engage in innovative approaches to improve risk adjustment and other measurement methods that are reliable, defensible, and transparent – again, safe harbors are necessary here!

• ACP has new policy on these issues coming soon!
Questions?
Listening Session Part 2 on Assessing Best Practices in Care Delivery for Population-Based TCOC Models

Presenters:

• David C. Grossman, MD, MPH, Interim Senior Vice President, Social and Community Health, Kaiser Permanente
• Ali Khan, MD, MPP, Chief Medical Officer, Oak Street Health
• Dana Gelb Safran, ScD, President and Chief Executive Officer, National Quality Forum
• Adam Weinstein, MD, Chief Medical Information Officer, DaVita, Inc.
Presentation: Integrating Social Health into Care Delivery

David C. Grossman, MD, MPH
Interim Senior Vice President, Social and Community Health, Kaiser Permanente
Integrating Social Health into Care Delivery

PTAC Total Cost of Care Listening Session

David C Grossman, MD, MPH
Kaiser Permanente
June 2022
Kaiser Permanente Overview

**Mission:** Kaiser Permanente exists to provide high-quality, affordable health care services and to improve the health of our members and the communities we serve.

Data as of December 31, 2021
Source: [https://about.kaiserpermanente.org/who-we-are/fast-facts](https://about.kaiserpermanente.org/who-we-are/fast-facts)
Kaiser Permanente Locations and Membership

- Northwest: 638,000
- Northern California: 4.5M
- Southern California: 4.8M
- Hawaii: 262,000
- Washington: 680,000
- Colorado: 527,000
- Georgia: 314,000
- Mid-Atlantic States: 799,000

Data as of December 31, 2021
Source: https://about.kaiserpermanente.org/who-we-are/fast-facts
Integrated Care and Coverage

Health services
Funds

Provide and/or arrange for hospital and facility services
Provide and arrange for medical services

Kaiser Foundation Health Plan
Medical service agreement
Dues, Medicare, and other revenues

Members
Kaiser Foundation Hospitals
Permanente Medical Groups

Nonprofit
For profit

Individuals and employer groups
Integration of Care Delivery

Kaiser Permanente Patient

- Specialty Care
- Hospital Care
- Primary Care
- Continuum of Care
- Pharmacy
- Mental Health
- Social Health

Kaiser Permanente Health Connect
Defined Global Budget with Flexibility from Single Source

- Allows for a re-consideration of who, what, where, and how care is delivered

- Care need not be limited to what occurs face to face in medical facilities or billable activities

- Deep IT investments support integration through communication

- By working with a single health plan, medical groups don’t face competing demands from multiple payers. Unlike traditional plans, members rarely see the interaction between plan and provider.
Capitation and Revenue Model for Physicians

Permanente Medical Groups develop annual budgets based on a capitation rate and projected enrollment plus administrative overhead.

Kaiser Permanente Care Delivery receives its revenue from:

- Health plan global payments
- Patient Cost share payments
- FFS payments from self-funded/ERISA employers

KP participates only in Medicare Advantage and other capitated government programs.
Our unique integrated model positions us to strive for equitable outcomes through community partnerships

Kaiser Permanente is elevating the social health of our members and communities to the same level as physical and mental health.
Kaiser Permanente’s Social Health Framework

The Social Health Playbook provides guidance on identification, connection, and follow up.

MEMBERS Integrate social health practice into Kaiser Permanente’s care model

LOCAL IMPACT Support social health in our communities

SOCIETAL SHIFT Support integration of social health into other health care systems and communities

Updated as of 08.13.2020
Kaiser Permanente’s Social Health Practice Framework

**IDENTIFY**
- Standard screening questions/tools in KPHC
- Workflow design and job aids for screening
- Digital self-service screening tool
- Social risk models to target outreach

**CONNECT**

**Thrive Local**
- Resource sharing and community network referrals using Thrive Local
- Thrive Local resource directory self-service for members
- Connections phone line for members

**Member Initiatives**
- Food resources, e.g., SNAP Enrollment, coupons programs, medically tailored and prepared meals
- Housing resources, e.g., homeless patient protocol, Project Home for navigation and wrap around services
- Social isolation resources, e.g., awareness campaign

**SUPPORT & FOLLOW UP**

**Care Coordination**
Social health screening, connection, and follow up as part of enterprise care coordination approach

**Follow Up**
Tracking closed/resolved cases in Thrive Local

**CARE DELIVERY & OPERATIONS INTEGRATION SUPPORT**
(playbook, job aids, trainings, etc.)

**MEMBER AWARENESS & ENGAGEMENT**
(communications, marketing, digital capabilities, etc.)

**DATA, ANALYTICS & EVALUATION**
(centralized data hub, dashboards and reports, impact assessments, technology systems, etc.)

See appendix for examples
APPENDIX
Building on KP’s legacy in obesity prevention, we built a comprehensive food security portfolio to increase member access to healthy, affordable food.

**Supplemental Nutrition Assistance Program (SNAP) Enrollment**

Conduct a multi-modal outreach campaign to enroll potentially eligible members in SNAP. To date, over 4 million members reached and 95K assisted with application submissions.

**Medically Tailored Meals**

Support healthy eating post discharge from the hospital for members with chronic conditions. To date, 2,100 have enrolled in MTM studies and over 116K meals provided to patients and their households.

**COVID-19 Prepared Meals (Temp)**

Provide food resources for members under isolation/quarantine during COVID-19 through two programs via national vendor Mom’s Meals. 2K members registered for this program and 17K meals provided.

**Produce Prescriptions**

Partner with Tufts University to conduct a randomized control trial on Produce Rx by providing healthy food access and nutrition education to people with diabetes who are food insecure.
Other Social Health Member Initiatives Currently Underway

In 2021, we continued to build our strategic approach and expanded our initiatives to respond to additional social needs identified by KP members, including housing security, social isolation and digital equity.

**Project HOME** *Housing Security*

Provide navigation, assistance, and tenancy sustaining services to a segment of our unhoused patient population through strategic community-based partnerships.

**Medical Legal Partnerships** *Housing Security*

Integrate medical-legal partnership (MLP) programs into KP care delivery, build capacity of the legal services sector, and increase access to legal services to prevent individuals and families from losing their homes.

**Health Promotion Campaign/ Life Experienced** *Social Isolation*

Execute a multifaceted health communications campaign to decrease social isolation and loneliness among older adults. To date, the campaign has generated 1,700 followers and over 16K website visits.

**SafeLink** *Digital Equity*

Connect eligible members to SafeLink (part of the Federal Lifeline program) which provides a free smartphone, 4.5 GB of data, unlimited text messages, 350 minutes of voice calls, and unlimited calls to designated KP number and newly expanded access to broadband.
Presentation: Quality, Disparities + Equity: How Does Value-Based Care Narrow the Gap?

Ali Khan, MD, MPH

Chief Medical Officer, Oak Street Health
Quality, Disparities + Equity: How Does Value-Based Care Narrow the Gap?

June 7, 2022 | Ali Khan, MD, MPP, FACP
Problems with the U.S. healthcare system are well-documented:

**Expensive**

$4.1\text{tn}$
US annual healthcare spend

$+267\%$
US per-capita healthcare spend vs OECD average

**Poor Outcomes**

$-2$ years
US life expectancy vs OECD average

$+52\%$
US diabetes hospital admits vs OECD average

**Negative Experience**

$>40\%$
US Physician Burnout rate

$-1.2$
Average Net Promoter Score for primary care physicians

High costs and poor outcomes are concentrated in older adults, who tend to be the sickest patients. Today, 96% of Medicare spend relates to chronic disease\(^2\)

---

1. Source: OECD
2. Source: Centers for Medicare and Medicaid Services (CMS.gov) 2020 data
3. Source: Medscape National Physician Burnout and Suicide Report
4. Source: The Advisory Board, 2019

Note: All OECD comparisons are from 2019 or earlier to remove any uneven impact of COVID-19
For certain communities, those challenges are even more stark:

Communities with higher rates of poverty and unemployment, among other factors, suffer higher-risk health outcomes.¹

13.4%
Proportion of Black Americans in US population²

40%
Proportion of Black Americans among COVID-19 hospitalizations

~3.1x
Rate of Black American hospitalizations for COVID-19, relative to population size

---

When we examine the care we deliver, further equity gaps emerge:

While patient-reported rates of care delivery are often equivalent across racial categories, outcome measures tell a different story.¹

~9-10% lower
Likelihood that Black + Hispanic patients had adequately controlled high blood pressure, relative to Whites

~11-12% lower
Likelihood that Black + Hispanic patients had adequately treated depression episodes with continuous antidepressant use, relative to Whites

---

Enter: Oak Street Health

We are…
A patient-centric network of primary care centers for Medicare-eligible patients

We leverage…
The Oak Street Health platform to provide comprehensive care for our patient population

We improve…
Experiences and outcomes for our patients

We reduce…
Hospitalizations by over 50% and retain the savings generated by our care model

137
Oak Street owned and operated centers

20
States currently covered

114.5k
At-risk patients receiving our care

$1.43b
Total 2021 revenue, 62% annual revenue growth

~4,800
Team members, all aligned with our mission & vision, including ~500 primary care providers

Note: Centers and states as of 03/16/2022; remaining data as of 12/31/2021
Oak Street Health locations

Currently serving 175,000+ Medicare beneficiaries and growing.

- About 45% of Oak Street patients are dually eligible for Medicare and Medicaid

<table>
<thead>
<tr>
<th>State</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>2</td>
</tr>
<tr>
<td>Arizona</td>
<td>10</td>
</tr>
<tr>
<td>Georgia</td>
<td>5</td>
</tr>
<tr>
<td>Illinois</td>
<td>27</td>
</tr>
<tr>
<td>Indiana</td>
<td>8</td>
</tr>
<tr>
<td>Kentucky</td>
<td>1</td>
</tr>
<tr>
<td>Louisiana</td>
<td>5</td>
</tr>
<tr>
<td>Michigan</td>
<td>11</td>
</tr>
<tr>
<td>Mississippi</td>
<td>2</td>
</tr>
<tr>
<td>Missouri</td>
<td>4</td>
</tr>
<tr>
<td>New Mexico</td>
<td>4</td>
</tr>
<tr>
<td>New York</td>
<td>10</td>
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<tr>
<td>North Carolina</td>
<td>8</td>
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<tr>
<td>Ohio</td>
<td>11</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>5</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>10</td>
</tr>
<tr>
<td>Rhode Island</td>
<td>4</td>
</tr>
<tr>
<td>South Carolina</td>
<td>3</td>
</tr>
<tr>
<td>Tennessee</td>
<td>4</td>
</tr>
<tr>
<td>Texas</td>
<td>17</td>
</tr>
</tbody>
</table>

Oak Street Health

435 East Ohio Street
Chicago, IL 60611

800-OAK-STREET
800-625-7873

Michigan: 800-353-6581
New York: 800-353-6581
Why: complex patients require multi-dimensional care model – and time

- 68 average age
- 86% of patients have one or more chronic conditions
- 7+ average number of medications
- >50% of patients identify as African American, Latino, or Indigenous
- 42% of patients are dually eligible for Medicare and Medicaid
- ~50% of patients have a housing, food, or isolation risk factor
All too often, resource limitations stymie progress in health outcomes

Exhibit 1 Prevalence of health-related social needs among older adults enrolled in Medicare Advantage, 2019–20

Exhibit 2 Distribution of health-related social need burden among older adults enrolled in Medicare Advantage, 2019–20

SOURCE Authors’ analysis of Humana survey data, 2019–20. NOTES Sample limited to respondents who answered all survey questions (n=51,201). Prevalence estimates are weighted for nonresponse and national age and sex distribution. Health-related social needs are not mutually exclusive, and respondents could be counted in more than one category.

Value-based models invest upfront to keep patients happy, healthy, and out of the hospital

<table>
<thead>
<tr>
<th>Challenges in Primary Care Settings</th>
<th>Fee For Service</th>
<th>Value-Based Practices (Medicare, Medicaid)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not enough time with patients</td>
<td>2,000+</td>
<td>~400-800</td>
</tr>
<tr>
<td>Avg doctor panel¹</td>
<td>Patient panel</td>
<td></td>
</tr>
<tr>
<td>No patient specialization</td>
<td>Accepts all ages</td>
<td>Medicare-eligibles focused (most often); Medicaid-eligibles focused (less common – Cityblock, CareMore, Waymark)</td>
</tr>
<tr>
<td>No non-facing patient time</td>
<td>No time to plan for care outside the exam room</td>
<td>&gt;1/3 Provider/nursing time used to communicate, coordinate care, close care gaps + proactively plan</td>
</tr>
<tr>
<td>No support beyond primary care</td>
<td>Minimal focus on social determinants of health</td>
<td>Behavioral health, pharmacy, home-based support, well-being programs + social worker/community health worker assistance within large care teams</td>
</tr>
<tr>
<td>Limited technology integration</td>
<td>Limited EMR use focused on billing &amp; record-keeping; no time to engage with population health overlays</td>
<td>4 hrs/day Average time that clinical staff use technology platforms optimized to provide an integrated clinical and care plan – single source of truth for teams</td>
</tr>
</tbody>
</table>

¹: Source: Journal of General Internal Medicine
Value-based models leverage a deep understanding of our patients, leading to coordinated and holistic support.

### Oak Street Health Care Model

<table>
<thead>
<tr>
<th>Upon joining…</th>
<th>Intake &amp; Assessment</th>
<th>Patient Stratification</th>
<th>Longitudinal Primary Care</th>
<th>Supported by…</th>
<th>Population Health Interventions</th>
<th>When needed…</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>“Dosage” of primary care visits</td>
<td>Population Management</td>
<td>Daily huddles</td>
<td>Integrated specialty care</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Interdisciplinary care teams</td>
<td></td>
<td>Weekly planning</td>
<td>Transitions in care</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Multi-channel engagement</td>
<td></td>
<td>Monthly reviews</td>
<td>Home-based primary care</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Evidence-based protocols</td>
<td></td>
<td></td>
<td>Integrated behavioral health</td>
</tr>
</tbody>
</table>

- **Care Navigation Support**
  - Integrated specialty care
  - Transitions in care
  - Home-based primary care
  - Social worker support
  - Medication management

To be discussed in further detail.
Value-based models yield better quality care delivery for patients – and, in doing so, close gaps in health inequity

5-Star HEDIS Level Performance¹:

85%
Diabetic patients with well-controlled diabetes (Hemoglobin A1C of <9)
+6% above industry 5-star benchmark

87%
Patients with a breast cancer screening
+12% above industry 5-star benchmark

88%
Patients with colorectal cancer screening
+14% above industry 5-star benchmark

¹. For patients that completed a 2021 wellness review visit
Care Model Deep-Dive: Integrated Behavioral Health
Taking care of our patients’ population health needs

Mental Health in the US\textsuperscript{1}

1 in 5
US adults who experienced a mental illness in 2020

>17 million
US adults who experienced delays or cancellations in mental health appointments

At Oak Street Health

All patients
screened for behavioral health at initial visit and annually

All centers
provide access to behavioral health care

Collaborative care
Behavioral health is not stigmatized or siloed; it is a part of whole-person care at OSH

43%
OSH patients seeing a significant reduction in depressive symptoms through Oak Street collaborative behavioral health care model\textsuperscript{2}

vs 19% of patients in traditional behavioral health care model\textsuperscript{3}

\textsuperscript{1} National Alliance on Mental Illness, 2020 data
\textsuperscript{2} Oak Street Health patient data following 6-month study, May 2021
\textsuperscript{3} JAMA 2002, “Collaborative Care Management of late-life depression in the primary care setting”; Primary Care: Clinics in Office Practice 2012
Value-based care allows for critical investment in primary care

VBC models demonstrate improved quality and lower cost across plan types (HMO, PPO, Open Access, SNP, MMP) and programs (MA, MSSP, DC and Medicaid)

1. Source: Aledade analysis of the CMS Virtual Research Data Center, containing 100% of Medicare claims nationally. More primary care, fewer ER visits, and hospitalization means lower cost over time. Primary Care Visits ER Utilization Inpatient Utilization Total Cost of Care https://www.ajmc.com/view/more-than-beating-the-benchmark-5-medicare-acos-2015-2019
Value-based care allows for critical investment in primary care

In 2018, hospitalizations were >60% of Medicare expenditures1… …while Primary Care spend accounted for only ~3%

- 51% reduction in hospital admissions ²
- 42% reduction in 30-day readmission rate²
- 51% reduction in ED visits vs. Medicare FFS benchmark ²
- NPS of 90²

VBC models invest in proactive primary care, spending more than 3x the average³. We remove reactive and more-expensive costs from the system.

VBC models demonstrate improved quality and lower cost across plan types (HMO, PPO, Open Access, SNP, MMP) and programs (MA, MSSP, DC and Medicaid)

---

1. Source: CMS and Kaiser Family Foundation
2. Please see our S1, filed 2/8/2021, for information on how these statistics are calculated
3. Based on our 2021 spend (please see our 10K, filed 2/28/2022) vs industry average (sourced from Kaiser Family Foundation)
A growing consensus emerges: value drives better quality, particularly for those who need it most

Results

In a study population of 489,796 MA beneficiaries, value-based payment was significantly associated with lower acute care use (Table). Compared with FFS, beneficiaries cared for under 2-sided risk models had lower rates of hospitalizations, observation stays, and ED visits. For example, the adjusted rate of ED visits per 1000 patients for 2-sided risk models was 375.8 (95% CI, 370.9-380.7) compared with 434.1 (95% CI, 426.5-441.9) for FFS. For all outcomes, there was no significant difference in acute care use between beneficiaries cared for under upside-only risk models and FFS.

The association between value-based payment and decreased acute care use was most pronounced for measures of avoidable acute care use. Compared with FFS, 2-sided risk models were associated with a 15.6% (95% CI, 14.2%-17.0%) relative reduction in avoidable hospitalizations, compared with 4.2% (3.4%-4.9%) for all-cause hospitalizations (Figure).


Case Study: Acorn ACO demonstrates ability to drive medical cost savings across Medicare

**4th**
highest savings rate of all 513 ACOs

**~17%**
Savings rate compared to 4% average

**IL, MI, IN**
Only ACO in the top 10 to operate in these states

**~$1.2K**
Average annual taxpayer savings per patient vs CMS target

Value-based care models produce consistent results across both MA and ACO populations

---

1. CMS 2020 data
2. Reflects OSH MA economics for 2020 for Part C revenue and medical costs (comparable to ACO economics)
3. External costs only, excludes the costs of Oak Street’s primary care model which would reduce the savings retained by Oak Street Health
4. Based upon CMS’ calculation of savings; not derived from the data on this slide
Decoupling payment from in-person visit volume incentivizes proactive outreach, home-based care and upfront investments in community protections.
Despite progress in quality + equity, the value journey is adolescent

**Incentive Design:** Future expansion of Medicare-led payment models to more deeply link payment reform, quality + equity in equal measure (MA STARs, ACO REACH)

**Scalability:** Moving beyond ~1-10% of Medicare beneficiaries; application to high-risk commercial models, expansion of Medicaid services/scope

**Clinical Excellence:** Ongoing evaluation of clinical outcomes + patient-reported outcome measures; collaborative benchmarking
Time, Resources + Follow-Through = Trust
Presentation: 

_Model Features That Support Improved Outcomes, Equity & Affordability_

Dana Gelb Safran, ScD

President & Chief Executive Officer, National Quality Forum
Model Features That Support Improved Outcomes, Equity & Affordability

Dana Gelb Safran, ScD
President & CEO

7 June 2022
Physician-Focused Payment Model Technical Advisory Committee
AQC Model: Key Components (2007)

- **Contract Model**
  - Accountability for quality and resource use across full care continuum
  - Long-term (5-years)

- **Controls Cost Growth**
  - Global population-based budget
  - Shared risk: 2-sided symmetrical
  - Health status adjusted
  - Annual inflation targets set at baseline for each year of the contract and designed to significantly moderate cost growth

- **Improved Quality, Safety, and Outcomes**
  - Robust performance measure set creates accountability for quality, safety and outcomes across the continuum
  - Substantial financial incentives for high performance and for improvement
## AQC Measure Set for Performance Incentives (2007)

<table>
<thead>
<tr>
<th>AMBULATORY</th>
<th>HOSPITAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROCESS</strong></td>
<td><strong>Evidence-based care elements for:</strong></td>
</tr>
<tr>
<td>- Preventive screenings</td>
<td>- Heart attack (AMI)</td>
</tr>
<tr>
<td>- Acute care management</td>
<td>- Heart failure (CHF)</td>
</tr>
<tr>
<td>- Chronic care management</td>
<td>- Pneumonia</td>
</tr>
<tr>
<td>- Depression</td>
<td>- Surgical infection prevention</td>
</tr>
<tr>
<td>- Diabetes</td>
<td></td>
</tr>
<tr>
<td>- Cardiovascular disease</td>
<td></td>
</tr>
<tr>
<td><strong>OUTCOME</strong></td>
<td><strong>Post-operative complications</strong></td>
</tr>
<tr>
<td>- Control of chronic conditions</td>
<td>- Hospital-acquired infections</td>
</tr>
<tr>
<td>- Diabetes</td>
<td>- Obstetrical injury</td>
</tr>
<tr>
<td>- Cardiovascular disease</td>
<td>- Mortality (condition –specific)</td>
</tr>
<tr>
<td>- Hypertension</td>
<td></td>
</tr>
</tbody>
</table>

***Triple weighted***

<table>
<thead>
<tr>
<th>PATIENT EXPERIENCE</th>
<th><strong>EMERGING</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>- Access, Integration</td>
<td>Up to 3 measures on priority topics for which measures lacking</td>
</tr>
<tr>
<td>- Communication, Whole-person care</td>
<td></td>
</tr>
<tr>
<td>- Communication (MDs, RNs)</td>
<td></td>
</tr>
</tbody>
</table>
Performance Payment Model: Original

% PAYOUT vs PERFORMANCE SCORE

- 2.0% (Performance Score 1.0)
- 3.0% (Performance Score 2.0)
- 5.0% (Performance Score 3.0)
- 9.0% (Performance Score 4.0)
- 10.0% (Performance Score 5.0)
Improved Quality, Outcomes & Affordability: BCBSMA AQC Catalyzes US Payment Reform

[Graphs showing trends in Adult Chronic Care, Pediatric Care, and Adult Health Outcomes with comparison to national averages.]
Performance Payment Model: Updated (2011)

Linking Quality and Efficiency

- The 2011 AQC ensures that providers have a strong incentive to focus on both objectives.

PMPM Quality Dollars

- The 2011 AQC also allows groups to earn PMPM quality dollars regardless of their budget surplus or deficit. High quality groups earn more PMPM quality dollars.
Delivery System Innovation: Four Themes

There are four domains in which we saw AQC Groups innovating to improve quality and outcomes while reducing overall spending.

- Staffing Models
- Approaches to Patient Engagement
- Data Systems & Health Information Technology
- Referral Relationships & Integration Across Settings
Moving to “Big Dot” Measurement for Alternative Payment Models (APMs)

**Recommendation:** To support the long-term success and sustainability of population-based payment models, future state measures must be based, as much as possible, on results that matter to patients (e.g., functional status) or the best available intermediate outcomes known to produce these results.
50% of Healthcare Spend Falls in Five Clinical Domains with Few or No Outcome Measures

- Value-based payment and population health demand "big dot" measures (outcomes)
- Current portfolio of measures focuses largely on "little dots" (process measures) - an artifact of fee-for-service payment
- A small number of payers and purchasers are working individually to develop measures for high priority topics ("activist innovators") – but find it difficult to successfully produce new measures able to be widely adopted
Essential Enablers of Ultimate Success of Value-Based Payment
EXHIBIT 1

Performance on process quality measures among Alternative Quality Contract (AQC) enrollees and comparison groups, by socioeconomic status according to enrollee area of residence, 2007-12

Health Equity Measurement

- Requires data that are largely lacking today
  - Standards for data content, collection and exchange
  - Align on the role of patient-specific data vs. proxy indicators
  - Data for population-level tracking vs. data for individual patient outreach

- Stratification vs. Composite Index
  - Evaluate performance on disparities-sensitive measures stratified by relevant variables
  - “Roll up” disparity performance across a broad set of measures to define a composite or health equity index
Investing in Health Equity

- As value-based payment models increasingly hold providers financially accountable for outcomes, there is growing concern that organizations caring for populations with greater social risk factors are unfairly penalized.

- Some argue that we should adjust performance scores for social risk to fairly assess and reward providers with great social vulnerability in their patient mix.

- Others argue that adjusting performance scores for social risk accepts a lower standard of care for socially at-risk populations, masking low performance with statistical adjustments.

- Satisfying these seemingly divergent views: Adjust payment rather than performance scores.
  - Up-front payments
  - Multipliers on performance payments

Let’s Talk!

NATIONAL QUALITY FORUM
https://www.qualityforum.org
Presentation:

*Ideal Components of Value-Based Kidney Care Programs*

*Observations and Thoughts from the Renal Physicians Association*

Adam Weinstein, MD
Chief Medical Information Officer, DaVita, Inc.
Ideal Components of Value-Based Kidney Care Programs

Observations and Thoughts from the Renal Physicians Association

Adam Weinstein, MD

Prepared for the Physician-Focused Payment Model Technical Advisory Committee (PTAC)
Total Cost of Care Listening Session – June 7, 2022

The Renal Physicians Association (RPA) is the advocacy organization of nephrology professionals in their pursuit and delivery of quality kidney care.
<table>
<thead>
<tr>
<th>Acronym or Shortened Phrase</th>
<th>Expanded Form</th>
<th>Definition in this Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CKD</td>
<td>Chronic Kidney Disease</td>
<td>Diminished kidney function as measured by eGFR (estimated glomerular filtration rate) - a calculation based on age, gender, and serum creatinine. Education, risk factor modification, and patient engagement are key associated services.</td>
</tr>
<tr>
<td>ESRD or ESKD</td>
<td>End-stage renal or kidney disease</td>
<td>The physiologic state in which a patient’s kidneys no longer function well enough to sustain them. These patients require dialysis or transplant to remain alive.</td>
</tr>
<tr>
<td>Optimal Start</td>
<td>Optimal Dialysis Start</td>
<td>Initiating a patient on dialysis in an outpatient setting on either peritoneal dialysis or on hemodialysis without a central venous catheter</td>
</tr>
<tr>
<td>QOL/EOL Discussions</td>
<td>Quality of Life and End of Life</td>
<td>Discussions with a patient about expected functional status, health and life goals, and length of life</td>
</tr>
<tr>
<td>CKD Education</td>
<td>Chronic Kidney Disease Education</td>
<td>Educating a patient about the various options available for managing end-stage kidney disease and necessary diet and risk factor modification. Promotes optimal starts, home dialysis, and transplant preparation</td>
</tr>
<tr>
<td>Kidney Care Companies</td>
<td>Value-based kidney care companies that may offer dialysis services</td>
<td>Companies accepting financial risk for co-managing (with nephrologists) patients with kidney disease. They offer a range of care coordination services and may also provide dialysis.</td>
</tr>
</tbody>
</table>
Successfully Managing Kidney Disease is a Logistics Problem

**Job to Do:****
- Identify high-risk populations
- Modify risk factors
- Slow CKD progression
- Treat complications

**Ongoing Care, Plus:**
- Transplant Prep
- Dialysis Prep
- QOL discussions

**Accountable Provider:**
- Primary Care
- Nephrologist
- Nephrologist

**Associated Providers:**
- Nephrology, Endocrine, Cardiology
- Primary Care, Endocrine, Cardiology, Dieticians, and Kidney Educators, and Kidney Care Organizations
- Previous + vascular surgeons, and transplant centers

**Creatinine Clearance/GFR:**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Creatinine Clearance/GFR</th>
<th>60</th>
<th>30</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>CKD Stage I</td>
<td>CKD Stage II</td>
<td>CKD Stage III</td>
<td>CKD Stage IV</td>
<td>CKD Stage V</td>
</tr>
</tbody>
</table>

- **CKD has a non-linear progression**
- **Claims data can link patients to physicians and events**
- **Care requires multiple coordinating specialties and organizations**
- **Nephrologists should be the “quarterback”**
### Kidney Disease Works Well as a TCoC Model

<table>
<thead>
<tr>
<th>Points of Alignment</th>
<th>Examples</th>
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<tbody>
<tr>
<td>Significant financial savings opportunities</td>
<td>• $100K/yr for dialysis vs. $15K/yr for transplant (after $150K in year 1)</td>
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<td>• Dialysis w/ an optimal Start is ~$30K less costly than unplanned dialysis</td>
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<tr>
<td>Highly prevalent disease state</td>
<td>• 30-40 million individuals with CKD/ESKD</td>
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<td>Long lead time</td>
<td>• Typically, years from CKD to ESKD</td>
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<tr>
<td>Well defined patient population</td>
<td>• Quantitative, simple, and validated measurement of disease state (eGFR)</td>
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<td>• A clear set of CPT-labeled services and ICD-10 codes (stages of CKD)</td>
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<tr>
<td>Measurable and cost-effective treatments/outcomes</td>
<td>- Risk Factor Modification</td>
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<tr>
<td></td>
<td>- Transplant</td>
</tr>
<tr>
<td></td>
<td>- Dialysis Education/Preparation</td>
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<tr>
<td></td>
<td>- Palliative Care</td>
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<tr>
<td>Reasonable attribution</td>
<td>• Attribution through claims</td>
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<td>• Claims can be used to identify associated services and the timing of services</td>
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<td></td>
<td>• Reasonably accurate day and physician for dialysis initiation data (2728 form)</td>
</tr>
<tr>
<td>Actor</td>
<td>Idealized Goal or Characteristic</td>
</tr>
<tr>
<td>------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| CMS/Payers                   | • Improve outcomes in kidney patients; increase home dialysis and transplant rates  
• Reduce costs of caring for kidney patients                                                                                                                     |
| Patients and Care Givers     | • Incentivize to participate and engage in the program  
• Address regional and local healthcare disparities (transportation, food, access to care, etc.)                                                                 |
| Nephrologists/Providers      | • Allow for time to transform/adapt work to non-FFS care delivery  
• Reward processes AND outcomes of care - measures specific to kidney disease  
• Achievable quality benchmarks and moderate discounts to attract broader participation  
• Quality bonuses for addressing healthcare disparities                                                                                                           |
| Nephrology Practices         | • Allow time, resources, and personnel to embrace data-driven and non-RVU care  
• Allow time to partner with other providers  
• Flexible risk-sharing opportunities                                                                                                                                |
| Kidney Care Companies        | • Reward process and outcome of value-based arrangement performance  
• Safe harbors to partner with referral sources and offer variable shared-risk  
• Time to develop data tools and interoperability                                                                                                                   |
| Other Specialties and Health Systems | • Safe harbors to improve focus on the subset of kidney-specific procedures and patients  
• Resources to incent participation                                                                                                                                     |
## Successful Features and Roles in Value-Based Care

<table>
<thead>
<tr>
<th>Ideal:</th>
<th>Nephrologists and Neph Practices</th>
<th>Kidney Care Organizations</th>
<th>Health Systems and Payers</th>
<th>Patients and Care Providers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Actions</td>
<td>Provides direct patient care decisions and leads pop health decisions</td>
<td>Provides at-scale care coordination, technical, and logistics support</td>
<td>Provides data and <em>some</em> care, logistics, and care coordination</td>
<td>Open to communication, education, and engagement</td>
</tr>
<tr>
<td>Admin Role</td>
<td>Receives IT, gathers data, and front-line administrative direction</td>
<td>Provides IT, analytics, and administrative support</td>
<td>Provides data, ADT notifications, and partnership</td>
<td>Vocal about needs and advocacy</td>
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</table>
| Features | • Meaningful Reward  
• Moderate Risk  
• Minimal up-front investment  
• Simplified reporting and accountability burdens | • Meaningful Reward  
• Meaningful Risk  
• Larger initial and on-going investment  
• Time for contract and IT development | • Some Reward  
• Limited additional risk  
• Minimal investment  
• *Interoperability is critical* | • Understands the benefits of participating  
• Experiences minimal disruptions to care relationships |
Thank you

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Appendix Slides
## Typical Timelines in Value-Based Care

<table>
<thead>
<tr>
<th>Action</th>
<th>Timeline/Examples</th>
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<tbody>
<tr>
<td>Aggregating and signing agreements between</td>
<td>• 2-6 months for negotiations and agreement signing</td>
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<tr>
<td>practices, kidney care organizations and</td>
<td></td>
</tr>
<tr>
<td>related providers</td>
<td></td>
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<tr>
<td>IT software development</td>
<td>• 6-12 months for minimally viable product from program detail finalization and defining requirements</td>
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<tr>
<td></td>
<td>• Ongoing refinement to meet specific workflows and functionality</td>
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<tr>
<td>Patient engagement</td>
<td>• Typically, weeks to months to engage patients in program enrollment and consent</td>
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<tr>
<td>High Risk Patient Identification</td>
<td>• Various lab-data and claims-based risk formulas can estimate risk of progression to ESKD between 12 months and 5 years into the future. Optimal care may not result in a measurable change in an individual patient during a single calendar year.</td>
</tr>
<tr>
<td>Measurable outcomes</td>
<td>• Both process and outcomes must be considered to capture the impact of care given prolonged timelines to ESKD</td>
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17 Years of Value-Based Care Programs for Patients with Kidney Disease

- **2005:** Key to Better Health demo with CMS
- **2006:** Medicare Advantage ESRD Special Needs Plan (SNP) demo with CMS
- **2014-2015:** MA ESRD C-SNP expansion
- **2015:** CMMI ESCO program
- **2017:** MA ESRD C-SNP expansion
- **2018:** RPA’s PTAC Proposal
- **2020:** OIG/CMS value-based care safe harbors finalized
- **2021:** CMMI Direct Contracting
- **2022:** CMMI ETC/KCF/CKCC program launch

- Open to larger groups partnered with dialysis and transplant organizations
- Varying degrees of risk
- 5-year timeline
- Using TCoC, but also some measures that are outside of typical nephrology care (PHQ-9/PAM)