North Central Accountable Community of Health

ACH 101 - a Medicaid Transformation Primer
A handy guide to the ‘TLAs’ and ‘FLAs’
(Three/Four Letter Acronyms)

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<th>Acronym</th>
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<td>Accountable Community of Health</td>
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<td>NCACH</td>
<td>North Central Accountable Community of Health</td>
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<td>HCA</td>
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<td>TCDI</td>
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<td>WPCC</td>
<td>Whole Person Care Collaborative</td>
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<td>HIT/HIE</td>
<td>Health Information Technology / Health Information Exchange</td>
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<td>Medicaid Transformation Project(s)</td>
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Healthier WA is a statewide initiative that is focused on achieving system wide change.

To achieve these goals, Healthier WA focuses on three goals:

1. Building healthier communities through a collaborative regional approach
2. Integrating how we meet physical and behavioral health needs so that health care focuses on the whole person
3. Improving how we pay for services by rewarding quality over quantity

In 2017, nine Accountable Communities of Health were formed to achieve these goals.
Five years from now....

Current system
- Fragmented care delivery
- Disjointed care transitions
- Disengaged clients
- Capacity limits
- Impoverishment
- Inconsistent measurement
- Volume-based payment

Transformed System
- Integrated, whole-person care
- Coordinated care
- Activated clients
- Access to appropriate services
- Timely supports
- Standardized measurement
- Value-based payment
What are ACHs?

ACHs are regional organizations that:

• **Address** health issues through local collaboration and shared goals
• **Better** align resources and activities that improve whole person health and wellness
• **Support** local and statewide initiatives such as the Medicaid Transformation, practice transformation, and value-based purchasing
Within the **Medicaid Transformation**, ACHs play a critical role:

- **Coordinate** and **oversee** regional projects aimed at improving care for Medicaid beneficiaries
- **Apply** for transformation projects, and incentive payments, on behalf of partnering providers within the region.
- **Solicit** community feedback in development of Project Plan applications
- **Decide** on distribution of incentive funds to providers for achievement of defined milestones
ACHs continued

https://youtu.be/JmNKn3Vue58
Source: Healthier Washington
Medicaid Transformation Project

Through a five-year demonstration, Healthier WA will use up to $1.5 Billion to address three initiatives aimed at transforming Medicaid to improve quality and control costs.

Of the $1.5 Billion available through the Demonstration, $1.125 Billion will be available to address Initiative 1.

### Initiative 1
Transformation through Accountable Communities of Health

**Delivery System Reform**
- Each region, through its Accountable Community of Health, will be able to pursue projects that will transform the Medicaid delivery system to serve the whole person and use resources more wisely.

### Initiative 2
Enable Older Adults to Stay at Home; Delay or Avoid the Need for More Intensive Care

**Benefit: Medicaid Alternative Care (MAC)**
- Community based option for Medicaid clients and their families
- Services to support unpaid family caregivers

**Benefit: Tailored Supports for Older Adults (TSOA)**
- For individuals “at risk” of future Medicaid ITSS not currently meeting Medicaid financial eligibility criteria
- Primarily services to support unpaid family caregivers

### Initiative 3
Targeted Foundational Community Supports

**Benefit: Supportive Housing**
- Individualized, critical services and supports that will assist Medicaid clients to obtain and maintain housing. The housing-related services do not include Medicaid payment for room and board.

**Benefit: Supported Employment**
- Services such as individualized job coaching and training, employer relations, and assistance with job placement.
Initiative 1: Care Transformation
Medicaid Transformation Projects (MTP)

Domain 1: Health Systems and Community Capacity Building
• Financial sustainability through value-based payment
• Workforce
• Systems for population health management

Domain 2: Care Delivery Redesign
• Bi-directional integration of physical and behavioral health through care transformation
• Community-Based care coordination
• Transitional Care
• Diversion interventions

Domain 3: Prevention and Health Promotion
• Addressing the opioid use public health crisis
• Chronic disease prevention and control

Prevention & Health Promotion
Care Delivery Redesign
Financial Sustainability through Value-Based Payment
Workforce
Systems for Population Health Management
Funding the Transformation Projects

- Each project involves metrics
- Funding will depend, in part, on our performance
  - This is not a grant program. There will be up-front money for start-up, but much of the project funding must be earned by reaching performance targets.
  - In the early years of the projects, we will be judged mainly on the progress we make in implementing project plans.
  - In the later years of the projects, we will be judged mainly in terms of health care improvements such as reductions in unnecessary ER visits and hospitalization, and on clinical quality metrics such as the percent of Medicaid diabetes patients receiving HbA1c testing, percent receiving depression screening, and many others.
  - It will be a heavy lift to measurably improve Medicaid clinical quality by the end of 2021
MTP ‘Commandments’

- Domains and Projects *should not* be implemented in isolation from one another.
  - Projects will be highly interrelated and interdependent

- Transformation projects must:
  - Be based on community-specific needs
  - Avoid redundancy and duplication
  - Be sustainable after the Medicaid Transformation Project ends

- Regional projects will be assessed based on achievement of defined milestones and metrics.
NCACH Selected Medicaid Transformation Projects

- Bi-Directional Integration of Physical and Behavioral Health Care
- Chronic Disease Prevention and Control
- Community-Based Care Coordination
- Diversion Interventions
- Transitional Care
- Addressing the Opioid Use Public Health Crisis
NCACH Structure and Governance
within the Medicaid Transformation

WA State Health Care Authority: Guides MTP efforts at statewide level; provides MTP funding

NCACH Governing Board: Advisory leadership body that designates policy decisions, funding allocation, and direction of MTP projects within North Central region

NCACH Workgroups: Advisory bodies that inform and select Medicaid Project toolkit approaches and design implementation plans across North Central Region

NCACH Staff: Support and project management leads for the Medicaid Transformation efforts

Coalitions for Health Improvement: Community voice within Transformation. Informs project development and provides feedback on project implementation. Agents for continuous monitoring and improvement.
NCACH Selected Medicaid Transformation Projects & Workgroups

NCACH Workgroups

- Whole Person Care Collaborative (WPCC)
- Care Coordination Workgroup (Pathways Community HUB)
- Transitional Care and Diversion Interventions
- Regional Opioid Stakeholders Workgroup

Bi-Directional Integration of Physical and Behavioral Health Care
- Chronic Disease Prevention and Control
- Community-Based Care Coordination
- Diversion Interventions
- Transitional Care
- Addressing the Opioid Use Public Health Crisis
Our goal is foster whole person care as guiding tenet in our work with regional partners to create healthcare systems that achieve the Triple Aim:

• Improve the patient experience of care
• Improve population health, and
• Reduce the per capita cost of health care
Key Medicaid Transformation Activities

2017 Year 1
Washington contracts with the Centers for Medicare & Medicaid Services (CMS) to find new ways to make communities healthier by partnering with Accountable Communities of Health (ACHs) on Medicaid Transformation projects.

- The nine ACHs pass two levels of certification and each receive $1 million for planning regional health projects.
- ACHs submit Project Plans for the projects they will support in Year 2 through 5.

2018 Year 2
ACHs earn money for reporting information related to their projects (called Pay-for-Reporting, or P4R).

- **FEBRUARY**
  - ACH Project Plan scores finalized and approval status determined.
  - HCA releases the Measurement Guide for public review. It shows how the state will measure improvements in making communities healthier, and how ACHs and partners can earn funds for performance.

- **JULY**
  - ACHs submit first semi-annual report, in which they describe project progress to date. This includes defining the communities they will focus on, and specific steps they will take to make them healthier.

- **OCTOBER**
  - ACHs submit Implementation Plans describing how they will carry out their projects.

2019 Year 3
In addition to reporting on project milestones, ACHs begin earning money based on how well their projects are helping communities (P4R).

- **JULY**
  - ACHs will participate in a mid-point assessment to identify areas of improvement to ensure successful implementation of projects.

2020 Year 4
January
Washington moves to Integrated Managed Care, a model that coordinates physical health, mental health, and drug and alcohol treatment to provide whole-person care under one health plan.

Help your ACH by working on projects, attending meetings, and contributing to reports.

2021 Year 5
December
Although Washington’s contract with CMS ends, Medicaid Transformation continues. ACHs have the programs and partnerships in place, and communities are reporting measurable progress. Washington’s Medicaid program is proving the value of rewarding high-quality, whole-person care.

Continue to help make your communities healthier by working with your ACH to improve health care for all Washingtonians.

How to Get Involved

Provide input to ACHs at meetings, workgroups, councils, and through surveys.

Stay in touch by signing up for news or joining the Feedback Network. With your name and email address.

If you are a health or social service provider, ask your ACH about becoming a partnering provider.

Sign up for your ACH’s email list to stay in touch with their progress and ways to be involved.

Help your ACH with their Project and Implementation Plans.

ACHs will submit reports twice per year (in January and July) about how they are doing on the their projects.

* Transformation through Accountable Communities of Health is one of the three initiatives of the Medicaid Transformation Demonstration. The Demonstration is an agreement with the federal government, allowing Washington to test innovative ways of improving health care.
Where we are now... (April 2018)

- **January 1, 2018**: Fully Integrated Managed Care (FIMC) adopted in Chelan, Douglas, and Grant Counties
  - Okanogan County to adopt FIMC in 2019

- **Whole Person Care Collaborative Learning Community** established
  - Consists of 17 organizations committed to practice transformation efforts that address ALL six of NCACH’s selected MTPs through change plans and financial incentives

- **Pathways Community HUB** to be launched
  - Request for Proposals (RFPs) currently being accepted for a care coordination organization to host and manage the HUB

- **Regional Opioid Stakeholders Workgroup** to open partner implementation applications in April 2018, with funding available as early as June 2018
  - Open to community organizations, CHIs, and others

- **Transitional Care and Diversion Interventions** approaches being established, with implementation slated to begin as early as October 2018
Coalitions for Health Improvement

*Where our community comes together as partners in health.*

- Established in 2014 to inform and prepare the region for the formation of the Accountable Community of Health. Used to provide critical feedback on community priorities, perceptions of health and health issues, and to select the six Medicaid Transformation projects.

- Primary means of community-level input and representation in NCACH’s work
  - Serves as local conveners by fostering strong linkages between local clinical and social service partners
  - Key voice in continuous monitoring and improvement efforts - *is it working?*

- Ensure that county-level priorities and needs are not lost in regionalization process, and are uniquely positioned to address **social determinants of health** based on their expertise and knowledge of local resources.
Coalitions for Health Improvement

Continued

- Each Coalition has a voting seat on NCACH’s Governing Board
- Each Coalition is led by a Leadership Council, which consists of chartered members who support the strategic direction, needs, and goals of each Coalition
Social Determinants of Health

VALUES
- Income and Social Status
- Employment and Working Conditions
- Biology and Genetic Endowment
- Culture

ASSUMPTIONS
- Personal Health Practices and Coping Skills

BELIEFS
- Physical Environments
- Social Environments
- Social Support Networks
- Education
- Healthy Child Development
- Gender
SDOH and Whole Person Care

https://youtu.be/8PH4JYfF4Ns
Source: Let’s Learn Public Health
Rainbow of Health - where do you fit?

North Central Accountable Community of Health - Everybody as a partner in community health

Programs - How each organization serves the individual whole person’s balanced wellness

Organizations-Institutions-Agencies - Provide the boots on the ground who deliver the services

Social Determinants - Socio-Economic, Health Behaviors, Clinical Care, Built Environment

Balanced Wellness - Physical, Emotional, Social, Environmental, Financial, Spiritual

Whole Person - “Complete state of physical mental and social well being.”
Ways to get involved

- All are welcomed and encouraged to participate in your local Coalition, and encourage cross-sectoral participation
- Seek opportunities for partnership, funding, and innovative solutions for local health and SDOH issues that can be leveraged within your local Coalition
- Provide feedback to NCACH through surveys, forums, and public comment
- Promote education and awareness around services available for Medicaid beneficiaries, and the work of NCACH in your community
- Share and collaborate on multi-county initiatives (e.g. data, funding, etc)
- Join the NCACH mailing list, and attend NCACH community-events and meetings
Confused?

Takeaways

- Health system transformation is complex and will require collaboration and partnership across all sectors of our community.
- We ALL make up the Accountable Community of Health - together.
- Our region has an opportunity to shape how healthcare is delivered so that it fits the unique needs of North Central Region.
- Health happens outside of the clinic, and we all have a role to play in Whole Person Care.
Questions?

North Central Accountable Community of Health

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