MassHealth
Accountable Care Update

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Secretary
Executive Office of Health & Human Services

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Partnering with CHCs: In it together!

• Community health centers have been providing patient-centered, high-value, coordinated care to vulnerable populations for decades.

• It because of this tremendous expertise that community health centers are vital partners in creating a sustainable MassHealth program.

• With your input during the planning phase, 17 accountable care organizations launched statewide on March 1st.

• The MassHealth ACO program is grounded in the principles of primary care, innovation and sustainability.

• ACOs also financially incent whole-member accountability. CHCs are poised to compete in this market by taking on financial and health outcome accountability and benefiting financially.
# MassHealth Member Enrollment: As of March 31

<table>
<thead>
<tr>
<th>ACO/MCO</th>
<th>Total enrollment 3/31</th>
</tr>
</thead>
<tbody>
<tr>
<td>BE HEALTHY PARTNERSHIP*</td>
<td>37,561</td>
</tr>
<tr>
<td>BERKSHIRE FALLON HEALTH COLLABORATIVE</td>
<td>15,141</td>
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<tr>
<td>BMC HEALTHNET PLAN COMMUNITY ALLIANCE</td>
<td>101,878</td>
</tr>
<tr>
<td>BMC HEALTHNET PLAN MERCY ALLIANCE</td>
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<tr>
<td>BMC HEALTHNET PLAN SIGNATURE ALLIANCE</td>
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<td>BMC HEALTHNET PLAN SOUTHCOAST ALLIANCE</td>
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<tr>
<td>COMMUNITY CARE COOPERATIVE (C3)</td>
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<tr>
<td>FALLON 365 CARE</td>
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<tr>
<td>MY CARE FAMILY**</td>
<td>30,118</td>
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<tr>
<td>PARTNERS HEALTHCARE CHOICE</td>
<td>101,680</td>
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<tr>
<td>TUFTS HEALTH TOGETHER WITH ATRIUS HEALTH</td>
<td>27,073</td>
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<tr>
<td>TUFTS HEALTH TOGETHER WITH BIDCO</td>
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<tr>
<td>TUFTS HEALTH TOGETHER WITH BOSTON CHILDREN'S ACO</td>
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<td>TUFTS HEALTH TOGETHER WITH CHA</td>
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<tr>
<td>WELLFORCE CARE PLAN</td>
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<td>STEWARD HEALTH CHOICE</td>
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<td><strong>Total ACO</strong></td>
<td><strong>824,894</strong></td>
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<tr>
<td><strong>BMC HEALTHNET PLAN</strong></td>
<td><strong>105,152</strong></td>
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<tr>
<td><strong>TUFTS HEALTH TOGETHER</strong></td>
<td><strong>137,878</strong></td>
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<td><strong>Total MCO</strong></td>
<td><strong>243,030</strong></td>
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<tr>
<td><strong>PCC Plan</strong></td>
<td><strong>124,799</strong></td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,192,723</strong></td>
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</tbody>
</table>

*HNE/Baystate
**NHP/MerrimackValley ACO
Continuity of Care/Transition Process

• MassHealth, ACOs, MCOs and providers are helping members choose a health plan and providers that best meet their needs.

• Prior to March 1, MassHealth ensured that all health plans exchanged important information, such as authorizations for services and prescriptions, for members who were changing plans. Plans also identified members with complex conditions for special outreach.

• Since March 1, there has been significant member engagement to resolve questions or concerns.

• MassHealth members and providers have until May 31 to complete the transition process. All health plans are continuing to cover members’ existing providers, scheduled appointments, prescriptions and ongoing treatment, as needed.

• MassHealth members **have until July 1, 2018, to change their health plan for any reason.**

• MassHealth will continue to support members during the ACO transition and beyond.

• Beginning in July, MassHealth will launch an expanded ombudsman program for ACO and MCO members to serve as an independent advocate for members to ensure they receive the care they need.
Upcoming Milestones: Community Partners

• 27 Community Partners launch on July 1.

• Community Partners are community-based organizations and providers with expertise working with members with complex BH and LTSS needs.
  • 18 behavioral health community partners will coordinate care for ~35,000 members with serious mental illness, substance use disorders, and co-occurring disorders
  • 9 long term services and supports (LTSS) community partners will coordinate care for ~20,000 members with physical and developmental disabilities.

• Community Partner care teams partner with ACOs and MCOs to:
  • work with the member to develop and maintain a care plan
  • Coordinate care and help members connect to all their health care providers and navigate the health care system
  • Provide health and wellness coaching
  • Support the member during transitions between health care settings (e.g., hospital discharge)
  • And provide counseling on options for care, including information and assistance in accessing community resources and social services.

• Community Partners will act as a high-touch, wraparound support to navigate members to the care they need.

• MassHealth is conducting readiness review site visits to all Community Partners.
Community Partners for Behavioral Health (BH) and Long-Term Services and Supports (LTSS)

What the BH or LTSS Community Partner does:

- Actively outreach and engage individual/ families
- Assess needs, provide options and refer to services
- Coordinate with individual and providers to develop and maintain a care plan
- Help navigate medical, behavioral health, disability, social services

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<table>
<thead>
<tr>
<th>MassHealth plan</th>
<th>Other state agency services</th>
<th>Social services/ other supports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Care Provider</td>
<td>DMH Programs</td>
<td>Social service agencies (food/ housing subsidies, social supports)</td>
</tr>
<tr>
<td>Behavioral health clinicians</td>
<td>DDS services</td>
<td></td>
</tr>
<tr>
<td>Long term services/ supports</td>
<td>DPH services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MRC services</td>
<td></td>
</tr>
<tr>
<td>Medical Specialists</td>
<td>Addiction treatment providers</td>
<td></td>
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</table>
ACO and CP Quality and Integration Performance Measures

- ACOs and CPs are financially accountable for meeting specific quality measures and forfeit a portion of their funding if those measures are not met.

- Quality metrics include:
  - Providing **preventive care**
  - Managing **chronic diseases** like diabetes and heart failure
  - **Screening for behavioral health conditions** and initiating appropriate treatment for mental health, addictions, and co-occurring disorders
  - Ensuring appropriate **follow-up care** after a medical or behavioral health hospitalization
  - Maintaining **members with disabilities living in the community** rather than in nursing facilities

- Another component of ACOs’ quality score will be based on **member experience surveys conducted starting in early CY 2019** by Massachusetts Health Quality Partners (MHQP) an independent, objective 3rd party.

- **CPs are accountable for meeting a subset of ACO quality measures** such as initiating treatment for substance use, follow-up after a behavioral health hospitalization, and maintaining members with disabilities living in the community
Delivery System Reform Incentive Program (DSRIP) Funds

- $1.8 billion in new DSRIP funds over 5 years support the development of ACOs and help providers transition towards new care delivery models, improve member care, and strengthen provider capacity.

- DSRIP funds support:
  - **ACOs** – $1 billion to support infrastructure development, care coordination, and funding to address health-related social needs (e.g., housing or food insecurity).
  - **Community Partners (CPs)** – $547 million for community-based providers/organizations that will provide specialized wraparound supports for members with complex behavioral health and long-term care needs.
  - **Statewide investments** – $115 million to support initiatives that will strengthen the health care system statewide, including building the primary care and behavioral health workforce in partnership with the Mass League and the Association for Behavioral Health.

- All ACOs and CPs have detailed plans and budgets for the use of their DSRIP funds, which must be reviewed and approved by MassHealth, with input from an independent assessor.

- ACO and CP funding is partially at-risk based on specific measures of quality, member experience and costs. The Commonwealth’s overall funding is also at-risk based on statewide performance.
**Examples** of ACO DSRIP investments:

- **Free monthly mobile markets with fresh fruits and vegetables** for patients and community members, in collaboration with the Greater Boston Food Bank.

- An **intensive care management program that supports frequent ER users** with a team dedicated to managing their health, wellness, and social needs.

- Providing **cell phones for members with complex medical/behavioral health care needs**, to help them keep in touch with their providers and follow treatment plans.

- Implementing an **Opioid Prescription Management Program** that supports providers in facilitating safe and appropriate prescription of opioids and other pain management drugs.
Statewide Investments: Workforce Development Initiatives

• MassHealth has partnered with the Mass League of Community Health Centers and the Association for Behavioral Healthcare to support the primary care and behavioral health care workforce.

• Investments total ~$37M over the five years of the demonstration, and include:

  • A student loan repayment program to encourage providers to work in community-based health care settings by repaying a portion of a provider’s student loan obligations in exchange for their commitment to practice in a community setting for a period of time.

  • Investments in family medicine and nurse practitioner residency programs to train 16 residents within community health centers.

  • Grant opportunities for projects that advance the transition to value-based care in community-based health care settings.

  • CHC Readiness Program, which comprises a learning collaborative and technical assistance to support community health center success in the new accountable care environment.

• 293 applications for student loan repayment and workforce development have been received and are currently being reviewed.
Workforce Development: Student Loan Repayment & Residency Training

• The student loan repayment program is designed to **reduce the shortage of primary care and behavioral health providers in community settings**.

• MassHealth will repay a portion of the student loan obligations for providers in exchange for their commitment to serve in the community (for 18 mo-4 years, depending on the type of provider).

• **Over 400 slots** available over five years, including for:
  • Primary care and behavioral health **physicians**
  • Physician assistants, advanced practice registered nurses and **nurse practitioners**
  • Licensed certified social workers, licensed independent clinical social workers, therapists, mental health counselors, and alcohol and drug counselors
  • **Community Partner providers**, including care coordinators and registered nurses

• Providers may serve in a community health center, community mental health center, Emergency Service Program, Community Service Agency, or a Community Partner.

• MassHealth will also fund **16 primary care physician and nurse practitioner residency training slots in CHCs**.

• Awards for the student loan repayment programs are anticipated to be **announced in June 2018**.

• Awards for the residency training are anticipated to be **announced in late summer 2018**.
Workforce Development: Grant Opportunities

- MassHealth will award grants to community-based primary care and behavioral health providers for Special Projects aimed at advancing delivery system reform goals, with the broader goal of engaging and retaining these providers in community settings while improving care delivery.
  - Up to 120 one-year grants of ~$40,000 each over the five-year period
  - Eligible providers include a variety of primary care and behavioral health providers
  - Project examples include:
    - Integrated behavioral health care management program for high-risk adults
    - Development of a curriculum for major quality improvement projects
    - Creation of a shared medical appointment program
  - Awards to be announced in June 2018

- This summer, MassHealth along with the Commonwealth Corporation to release applications for grants to expand training opportunities for front-line health care workers, including for:
  - Community Health Worker (CHW) training programs to increase the number of training slots available for CHWs employed by ACO and CP providers (~200 slots)
  - Peer specialist training programs to increase the number of training slots available at the Transformation Center for peer specialists employed by ACO and CP providers (~140 slots)
  - Creation or expansion of CHW Supervisor Training programs for CHW supervisors employed by ACO and CP providers ($85,000 per training program)
  - Recovery Coach Supervisor Training: Launch will follow release of CARE Act standards to ensure alignment and reinforcement of statewide quality measures
1115 Waiver Provisions for Substance Use Disorder (SUD) Treatment

- Moves Residential Rehabilitation Services into the MassHealth Benefit
- Generates $~200M in new funding over five years for the expansion of Substance Use Disorder (SUD) treatment to address the opioid crisis

- Additional capacity for integrated, co-occurring enhanced 24 hour diversionary treatment settings (phase 1 - ASAM Level 3.1 co-occurring enhanced and 3.3)
- Expansion of the MassHealth benefit to cover recovery support navigators, and recovery coaches
- Increased investment in addiction pharmacotherapy (medication assisted treatment)
- MassHealth and the Department of Public Health will adopt a standardized American Society of Addiction Medicine (ASAM) assessment across all SUD providers
Key Implementation Dates for SUD Initiatives

**March 1, 2018**
- Coverage of Residential Rehabilitation Services (RRS) by Massachusetts Behavioral Health Partnership (MBHP)
  - MBHP contracts with existing RRS providers for PCCP and Primary Care ACO members
  - Accountable Care Partnerships, Managed Care Organizations, One Care plans, and Senior Care Options cover RRS as wrap service and RRS providers bill BSAS

**July 1, 2018**
- Coverage of Recovery Support Navigators and Recovery Coaches by all Managed Care Entities
  - Services have been developed through workgroup including MassHealth and Managed Care Entities
  - Standardized performance specifications and medical necessity criteria are in final stages of development by workgroup.

**January 1, 2019**
- Coverage of Residential Rehabilitation Services (RRS) by all MassHealth Managed Care Entities
  - All MCEs will contract with existing RRS providers and any new co-occurring enhanced residential programs that come online
  - Standardized billing codes, rates, authorization parameters, performance specifications, medical necessity criteria will be utilized
Our Future: Challenges and Aspirations

• We must continue to focus on **long-term sustainability** of the MassHealth program.

• A main area of focus with ACOs and providers is to ensure we are improving and managing care of our members which includes **strengthening the relationship between members and their primary care provider**.

• As we integrate physical and behavioral health, there will be challenges with practice workflows in a currently fragmented system.

• Moving forward, together we must:
  • Think boldly
  • Transform work through innovation
  • Embrace technology
  • Focus on the needs of your patients first
  • Maintain a healthy dose of skepticism

• PS: We will resolve the school-based health center issue before the fall
Appendix
SUD in Community Settings

- CHCs and other community-based providers are on the front lines of the opioid crisis and often provide a much higher percentage of SUD-related services than other MassHealth providers.

- Community-based providers are integral to providing both behavioral health and SUD treatment services to patients in their community.

- Many community providers have prioritized expanding their in-house behavioral health capacity and have also started clinics that treat SUD to better meet the needs of their patients.

- In particular, CHCs provide an important link to medication assisted treatment (MAT), allowing patients to access these services close to home.

- In fact, of the 50 top providers of MAT for MassHealth members, almost half are CHCs.

- There are numerous examples of CHCs providing new and innovative SUD services:
  - The Dimock Center recently opened a new Acute Treatment Services (ATS) center to expand its opioid treatment capacity and to enhance addiction recovery services.
  - Greater Lawrence Family Health Center is serving as a pilot for the Office-Based Addiction Treatment (OBAT) program by providing MAT in a primary care setting and integrating a number of other supportive services.
  - South Boston CHC operates an outpatient based opioid treatment (Suboxone therapy) clinic at their facility and also provides overdose prevention trainings (Narcan) to the public.
MassHealth Member Education and Support

• Members under age 65 who have MassHealth as their primary insurance are eligible to enroll in ACOs. They can also choose one of two MCOs or MassHealth’s Primary Care Clinician (PCC) Plan.

• Starting in November 2017, MassHealth sent out letters to all ACO-eligible members about their new plan options.

• MassHealth launched a new website called www.masshealthchoices.com to help members understand the new health plan choices available to them.

• MassHealth added over 200 specially trained customer service representatives to help members with the ACO transition. Members can call the MassHealth customer service center at 1-800-841-2900 (Monday-Friday 8am – 5PM). During the month of March

• MassHealth has been hosting in-person enrollment support events throughout the state. Upcoming enrollment events are:
  • Tuesday, May 8th in Fitchburg
  • Saturday, May 12th in Somerville
  • Tuesday, May 15th in Brockton


• Until July 1, 2018, members can switch plans for any reason.
MassHealth Call Center during ACO Transition

- After an initial spike in call volume during the week of ACO launch as expected, calls related to enrollment assistance have declined significantly.

- By the last week of March, average call wait times were ~2 minutes.

- During the month of March, MassHealth extended its customer service center hours on evenings and weekends to ensure that members could receive assistance.

- Because of the significant reduction in call volume and wait times, MassHealth returned to normal customer service business hours in April.

- MassHealth will continue to monitor call volume and adjust staffing as needed.
Provider and Stakeholder Outreach and Education

• **MassHealth** has done extensive outreach to health care providers, advocates and other stakeholders across the Commonwealth to ensure a smooth transition process for members.

• Beginning in the fall of 2017, **MassHealth has held a series of webinars and in-person trainings for providers** about the ACO program and transition. MassHealth has also published an online guide for providers and several provider bulletins.

• **MassHealth created a dedicated website for providers to find information and resources related to ACOs** at [https://www.mass.gov/payment-care-delivery-innovation-pcdi-for-providers](https://www.mass.gov/payment-care-delivery-innovation-pcdi-for-providers).

• Over the last several months, **MassHealth has held public meetings across the state and met with dozens of provider and other stakeholder groups** to discuss the ACO program. Many of these groups were also engaged in the design of the program during the development phase in 2015-2016.

• **MassHealth hosted weekly “office hours” during March and early April for several groups of providers and stakeholders, in person and by phone** (e.g., hospitals and medical providers, behavioral health providers, community health centers, member advocates).

• **MassHealth Customer Service** is also a resource for providers who have questions (1-800-841-2900).
MassHealth Accountable Care Organizations: Treating the Whole Person

On March 1, MassHealth launched 17 accountable care organizations (ACOs) statewide serving ~850,000 members.

ACOs are rewarded for *value* – **better health outcomes and lower cost** – not volume. ACOs:

- Are a network of primary care providers who work in partnership with hospitals and specialists to coordinate all of a member’s medical and behavioral health care

- **Strengthen members’ relationship with their primary care provider**, who engage members in their care and coordinate to help them navigate all the services they need.

- Focus on **better coordinating care** and **engaging members in their care** to improve health outcomes and reduce preventable costs (e.g., avoidable hospitalizations)

- **Integrate all care a person needs**, including behavioral health and physical health care, especially in the primary care setting, as well as **long-term services and supports**

- Develop **innovative approaches to address social needs** (e.g., housing, food insecurity) that impact health

- Are **accountable for the quality, member experience and cost of care** for members
MassHealth Data Reporting to ACOs

- Starting January 2018, ACOs are receiving monthly member rosters and claims history to support population health management and care coordination activities.

- In April 2018, ACOs received the first round of quarterly performance reports from MassHealth, including cost and quality performance metrics, as well as high-risk member lists to inform targeted outreach.