

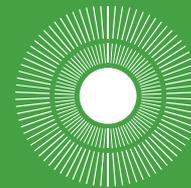
OneCare Vermont Overview

Senate Committee on
Health And Welfare

Vick Loner RN.C, MHCDS, VP & COO

Kevin Stone MBA, Interim CEO

1/24/2019



OneCareVermont

onecarevt.org

Vermont's Health Care Reform Landscape: All Payer Accountable Care Organization Model (APM)

- Federal Government/State of Vermont contract from 2017-2022
- Voluntary program for providers in Vermont
- Agrees on cost control targets for health spending growth for Vermonters
- Emphasizes population health management
- Payment and service delivery flexibility
- Plans for 70% of all insured Vermonters in ACO by 2022; 90% of Vermonters with Medicare



Green Mountain Care Board Provides Oversight:

- ✓ Act 113 of the 2015-2016 Legislative Session gave regulatory oversight role
- ✓ Certifies ACOs
- ✓ Reviews and approves ACO budgets
- ✓ Monitors and oversees activities of ACOs

APM Goal 1

Improve Access to Primary Care

APM Goal 2

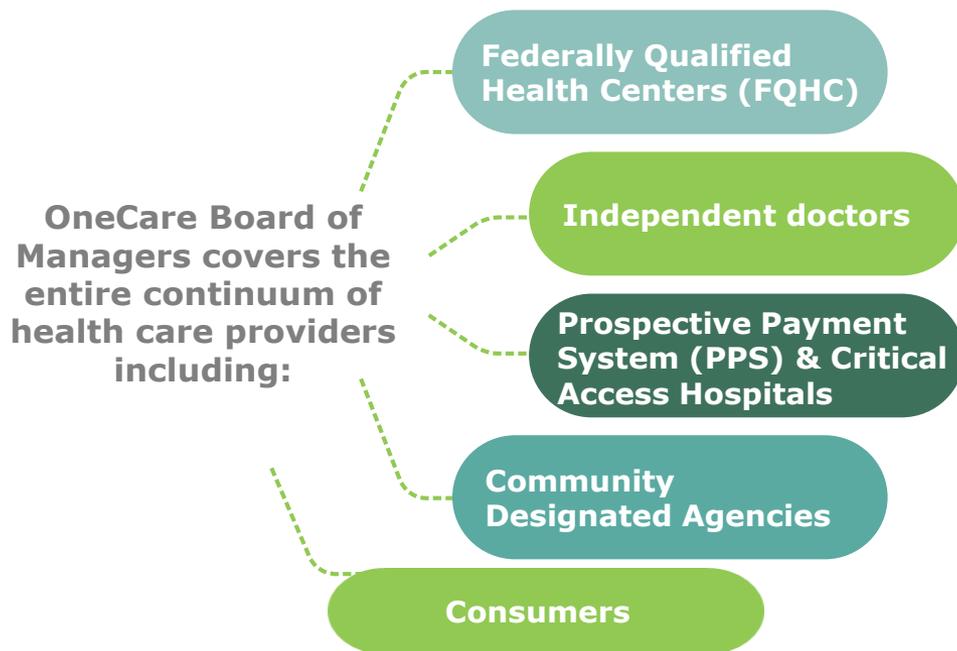
Reduce Deaths from Suicide and Drug Overdose

APM Goal 3

Reduce Prevalence and Morbidity of Chronic Disease (COPD, DM, HTN)



OneCare Vermont Board of Managers



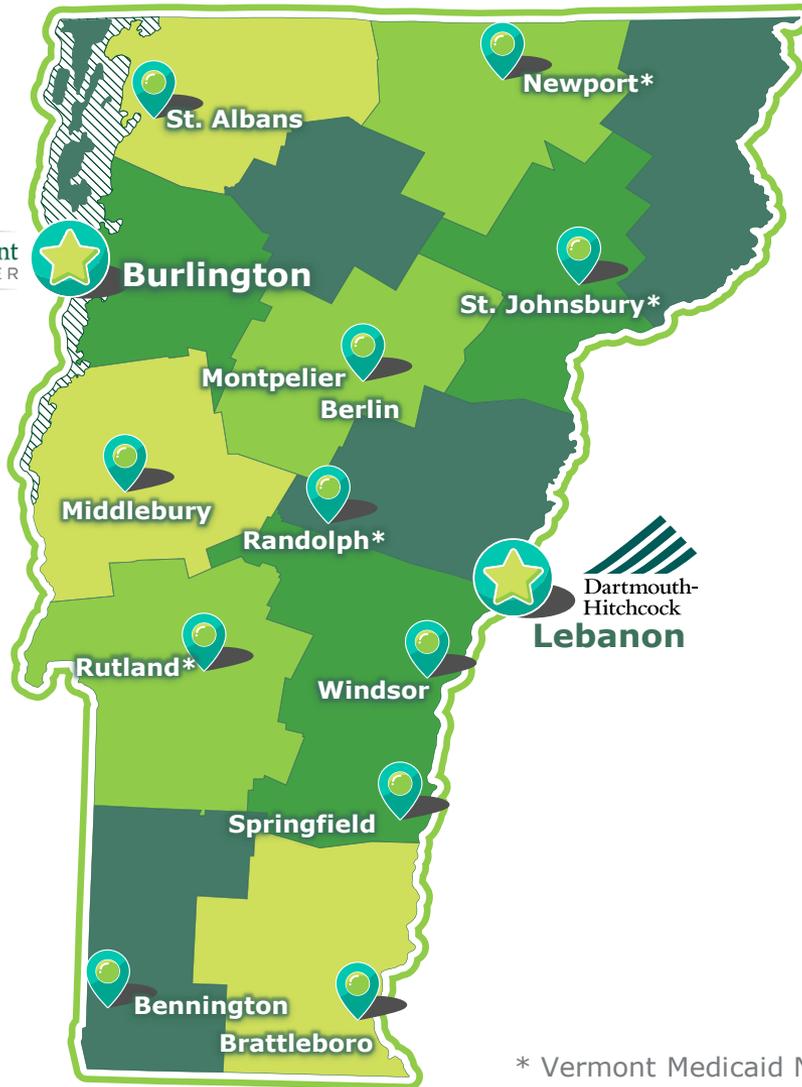
Key Facts about the Board

✓ Representative Board to ensure voices of **all provider types** are present

✓ Requires "supermajority" vote to decide important key issues

✓ Use committees to process issues/make recommendations

2019 OneCare Network



✓ ~172,000 Vermonters (630,000 population)

- Medicaid
- Medicare
- Commercial
- Self-Insured

- ✓ 13 Hospitals
- ✓ 132 Primary Care Practices
- ✓ 242 Specialty Care Practices
- ✓ 6 FQHCs
- ✓ 23 Skilled Nursing Facilities
- ✓ 9 Home Health Agencies
- ✓ 9 Designated Agencies for Mental Health and Substance Use
- ✓ 5 Area Agencies on Aging

* Vermont Medicaid Next Generation only

Investments in Vermont's Delivery System

Delivery Support	Annual Investment
Primary Care Population Health Support	~\$ 5.6 M
Complex Care Coordination (Primary Care, HH, DAs, AAA)	~\$ 9.1 M
Value Based Incentive Funds (70% Primary Care and 30% participating providers)	~\$7.8 M
Comprehensive Payment Reform (Independent Primary Care)	~\$ 2.25 M
Specialists Payment Reform (Select Specialists)	~\$ 2.0 M
Primary Prevention (Rise VT)	~\$ 1.0 M
DULCE, Howard Center/ SASH, and St. Johnsbury Pilots	~\$ 600,000
SASH	~\$ 3.8 M
Community Health Teams	~\$ 2.3 M
PCMH Payments (Primary Care- BP)	~\$ 1.8 M
Innovation Fund	~\$ 1 M
Total	~\$37.25 M

Accomplishments on All Payer-ACO Model Goals

Empowering Provider-Led Health Care Delivery

- 12:14 Communities Participating
- > 170,000 Vermonters

Improving Health

❖ Access

- *8% improvement in Medicare annual wellness visits*
 - *96% of individuals with complex conditions had a PCP visit*
- *Increased to 18 SNFs eligible for 3-day waiver in 2019*
- *Primary prevention efforts and grants spread to 20 new towns*
 - *Examples of grants (Community centers in Richmond and Huntington, Johnson Public Library, Rail trails, Local farmers markets)*

❖ Mental Health

- *Independent practice embedded mental health clinician- 80% increase in visits*
- *SASH/ Howard embedded clinician supporting access and reducing isolation*

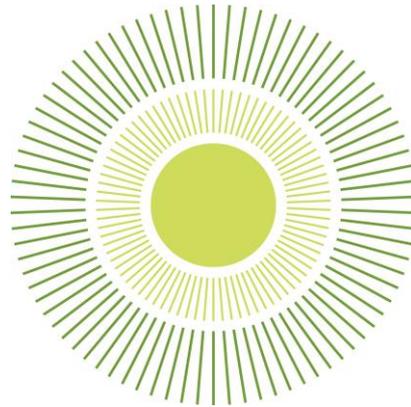
❖ Chronic Illness Management

- *3,353 people initiating Community Care Coordination supports*
 - *27% reduction in emergency room visits*
- *Diabetic group intervention- increase diabetic and blood pressure control*
- *SNF Benefit Enhancement – 2 communities and 30 patients able to enter SNF sooner due to waiver (began May 2018)*

Looking Ahead in 2019

- ❖ Comprehensive Payment Reform Expansion for Independent Primary Care
 - *Expanding sites from 3-9*
 - *Further reducing prior authorization requirements for Medicaid*
- ❖ Developmental and Legal Collaboration for Everyone (DULCE) Pilots
 - *Parent Child Center Partnership at 3 new sites in Franklin, Windsor, Chittenden County*
- ❖ Community Led Innovation Pilots
- ❖ St. Johnsbury Accountable Community for Health
 - *Geographic focus to further invest in prevention interventions and expand care model to new populations*
- ❖ Specialty Payment Investments to Improve Access and Strengthen Integration between primary and specialty care
- ❖ Expanding Benefit Enhancement Waivers (HH,SNF, and Telemedicine)

Appendix



OneCare Vermont Board of Managers

Seat	Individual
Community Hospital - PPS	Jill Berry-Bowen - CEO Northwestern Vermont Health Care
UVM Health Network	John Brumsted, MD - Chief Executive Officer
Consumer (Medicare)	Betsy Davis - Retired Home Health Executive
At-Large	Steve Gordon - CEO Brattleboro Memorial Hospital
Mental Health/Designated Agency	Tomasz Jankowski - CEO Northeast Kingdom Human Services
UVM Health Network	Todd Keating - Chief Financial Officer
Dartmouth-Hitchcock Health	Steve LeBlanc - Executive Vice President
UVM Health Network	Steve Leffler, MD - Chief Population Health Officer
Consumer (Medicaid)	Sierra Lowell
Skilled Nursing Facility	Judy Morton - Regional Executive Director Genesis
FQHC	Pamela Parsons - Executive Director Northern Tier Center for Health (NOTCH)
Dartmouth-Hitchcock Health	Joe Perras, MD - CEO Mt. Ascutney Hospital
Home Health	Judy Petersen - CEO VNA of Chittenden/Grande Isle Counties
Independent Primary Care Physician	Toby Sadkin, MD - Primary Care Health Partners
Consumer (Commercial)	John Sayles - CEO Vermont Foodbank
FQHC	Vacant (Seat to be appointed at February Board Meeting)
Dartmouth-Hitchcock Health	Vacant (Seat to be appointed at February Board Meeting)
Community Hospital-Critical Access	Vacant (Seat to be appointed at February Board Meeting)
Independent Primary Care Physician	Vacant

Network Participation

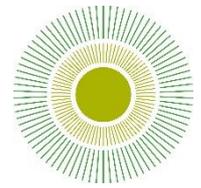
Health Service Area	Home Hospital	2017	2018	2019
Burlington	UVM Medical Center	Medicaid	All Risk Programs	All Risk Programs
Berlin	Central Vermont Medical Center	Medicaid	All Risk Programs	All Risk Programs
Middlebury	Porter Medical Center	Medicaid	All Risk Programs	All Risk Programs
St. Albans	Northwestern Medical Center	Medicaid	All Risk Programs	All Risk Programs
Brattleboro	Brattleboro Memorial Hospital		All Risk Programs	All Risk Programs
Springfield	Springfield Hospital		All Risk Programs	All Risk Programs
Lebanon	Dartmouth Hospital and Clinic		Medicaid and BCBSVT	Medicaid and BCBSVT
Bennington	Southwestern VT Medical Center		Medicaid	All Risk Programs
Windsor	Mt Ascutney Hospital		Medicaid	All Risk Programs
Newport	North Country Hospital		Medicaid	Medicaid
Rutland	Rutland Regional			Medicaid
St. Johnsbury	Northeastern Regional Hospital			Medicaid
Randolph	Gifford Medical Center			Medicaid
Morrisville	Copley Hospital			
Townshend	Grace Cottage			

Green: Advancing participation from prior year

Key Additions & Changes:

- Bennington and Windsor advancing to participation in all risk programs
- Randolph, Rutland, and St. Johnsbury participating in Medicaid for the first time
- Newport maintaining Medicaid-only participation due to a recent leadership change
- Expansion includes six FQHCs

2019 OneCare ACO Network



Multiple Payer Programs (Medicare, Medicaid, Commercial)										Medicaid Only			
HSA	Bennington	Berlin	Brattleboro	Burlington	Lebanon	Middlebury	St. Albans	Springfield	Windsor	Newport	Randolph	Rutland	St. Johnsbury
Hospital	Southwestern VT Medical Center	Central Vermont Medical Center	Brattleboro Memorial Hospital	UVM Medical Center	DHMC	Porter Medical Center	Northwestern Medical Center	Springfield Hospital	Mt. Ascutney Hospital	North Country Hospital	Gifford Medical Center	Rutland Regional	Northeastern Regional
FQHC				CHCB			NOTCH	SMCS			Gifford Health Care	CHCRR	Northern Counties Health Care
Indep. Primary Care	5 Organizations		1 Organization	11 Organizations		2 Organizations	2 Organizations		1 Organization		1 Organization		
Indep. Specialist	4 Organizations	3 Organizations		10 Organizations	1 Organization	3 Organizations	3 Organizations			1 Organization			
Home Health	VNA & Hospice of the Southwest Region**; Bayada*	Central VT Home Health & Hospice	VNA of VT and NH; Bayada*	UVM Health Network Home Health & Hospice; Bayada*	VNA of VT and NH	Addison County Home Health & Hospice	Franklin County Home Health Agency	VNA of VT and NH	VNA of VT and NH	Orleans Essex VNA & Hospice	VNA of VT and NH	VNA and Hospice of the Southwest Region**	Lamoille Home Health Agency (Hardwick); Caledonia Home Health & Hospice***
SNFs	2 SNFs	3 SNFs	3 SNFs	3 SNFs		1 SNF	3 SNFs	1 SNF	1 SNF	2 SNFs		3 SNFs	1 SNF
DAs	United Counseling Service of Bennington County	Washington County Mental Health	Health Care and Rehabilitation Services of Southeastern Vermont	Howard Center	Health Care and Rehabilitation Services of Southeastern Vermont	Counseling Service of Addison County	Northwestern Counseling & Support Services	Health Care and Rehabilitation Services of Southeastern Vermont	Health Care and Rehabilitation Services of Southeastern Vermont	Northeast Kingdom Human Services	Clara Martin Center	Rutland Mental Health Services	Northeast Kingdom Human Services
Other	1 Spec. Svc. Agency	1 Naturopath 1 Spec. Svc. Agency	1 Other (Brattleboro Retreat)	3 Naturopath 1 Spec. Svc. Agencies	1 Other (DH Clinic)	1 Naturopath		1 Spec. Svc. Agency				1 Naturopath	

OneCare has Collaborator Agreements with AAAs across Vermont as well as with the SASH Program
 *Bayada serves the entire state of Vermont, these are the communities where there are main offices
 ** VNA & Hospice of the Southwest Region services both the Bennington and Rutland HSAs
 *** Part of Northern Counties Health Care

Updated 12-07-18

Population Health Management (PHM) Programs and Investments

Population Health Management (\$3.25 PMPM)

2019 Budget: \$5,935,530

Direct financial support to all ACO PCMH to support effective population health management to:

- Maintain core NCQA PCMH concepts
- Conduct patient outreach to promote preventive care and chronic disease management
- Review data and monitor quality measure performance
- Address gaps in care
- Assess and improve coding accuracy

Complex Care Coordination (Base \$15 PMPM for high/very high risk plus additional opportunities)

2019 Budget: \$9,181,362

Direct financial support to primary care and continuum of care (DA, HH, AAA) to support OneCare's community-based care coordination model

- Outreach to engage/maintain individuals in care coordination
- Partner across organizations to form person-centered care teams
- Create shared care plans; participate in shared care planning and care conferences to facilitate the individual's goals of care
- Support effective transitions of care (e.g. ED follow-up calls, post hospital discharge visits)
- Anticipated partnership with VDH and the Developmental Understanding and Legal Collaboration for Everyone (DULCE) Program to address social determinants of health and promote healthy development for infants from 0-6 months and their caregivers

Value Based Incentive Fund

2019 Budget: \$7,537,231

Financial incentive for quality measure performance

- 70% to primary care based on attribution; testing new model for variable payments
- 30% to rest of Network; refining model in 2019



PHM Programs and Investments

Comprehensive Payment Reform (CPR)

2019 Budget: \$2,250,000

Payment and system delivery reform program for independent primary care practices to facilitate transition to a value based payment model

- Requires participation in three core programs (Medicare, Medicaid, and Commercial)
- Expanding from three to nine organizations in 2019

Specialist Payment Reform (SPR)

2019 Budget: \$2,000,000

Support for specialists to increase access and decrease lower acuity visits with alternative access models

- Align with OneCare's population health management approach and the Triple Aim
- Improve access to specialists
- Improve quality of care
- Facilitate person-centered care through enhanced coordination among primary and specialty care providers
- Overseen by Population Health Strategy Committee
- Payment elements and alternate access models under development
- Phased implementation approach beginning in 2019

Primary Prevention

2019 Budget: \$910,720

Programs support Quadrant 1 of OneCare's Care Model

- RiseVT aims to improve population health and reduce the long-term social and economic burden of chronic disease
- Matching funds to support local program coordinators; amplify grants to support local programming

PHM Programs and Investments

Regional Clinician Representatives

2019 Budget: \$375,000

Financial support to 13 local providers + one statewide pediatrician to facilitate peer-to-peer engagement in ACO activities

- Promote utilization of ACO data to identify variation and drive change and improvement
- Disseminate local success stories and lessons learned across local health service areas

Innovation Fund

2019 Budget: \$1,000,000

Direct funding to test new innovative pilot programs

- Rapidly test and evaluate innovative programs to facilitate progress towards achieving the Triple Aim (cost, quality, experience of care)
- Support transformation to a value-based healthcare delivery system
- Align with OneCare priority funding areas and Care Model
- Sustainable and scalable
- Promotes partnerships and collaboration to develop/advance integrated systems of care
- Overseen by Population Health Strategy Committee

PHM Programs and Investments

PCMH Payments

2019 Budget: \$1,830,264

- Refresh Medicare attribution and include new PCMH practices
- Hold current PCMH PMPM stable pending available funds
- Distribute funds to both ACO and Non-ACO primary care participants

CHT Block Payments

2019 Budget: \$2,411,679

- Refresh Medicare attribution and adjust CHT attribution accordingly
- Allow for trend increases pending available funds
- Distribute funds to both ACO and Non-ACO primary care participants

SASH Payments

2019 Budget: \$3,815,532

- Fund all existing SASH panels
- Allow for trend increases pending available funds
- Direct contract between OneCare and SASH to assure alignment with the Care Model



TOM'S STORY

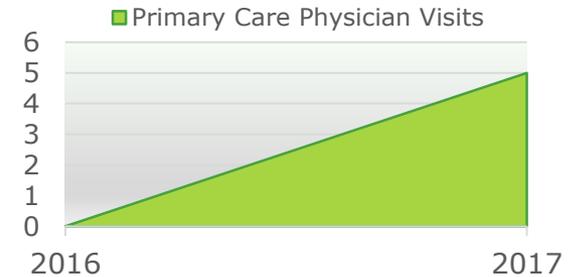
Bennington, Vermont

Results from Engagement 2016-2017

Emergency Department visits decreased



Primary Care Physician visits increased



Total Health Care Costs decreased by 60%



Patient profile:

- Patient in his 40s
- Outreach began in June 2017 and patient engaged in care coordination as of September 2017
- Conditions include: Schizophrenia, Coronary Artery Disease, and Hypertension with poor control

**Names and locations have been changed*

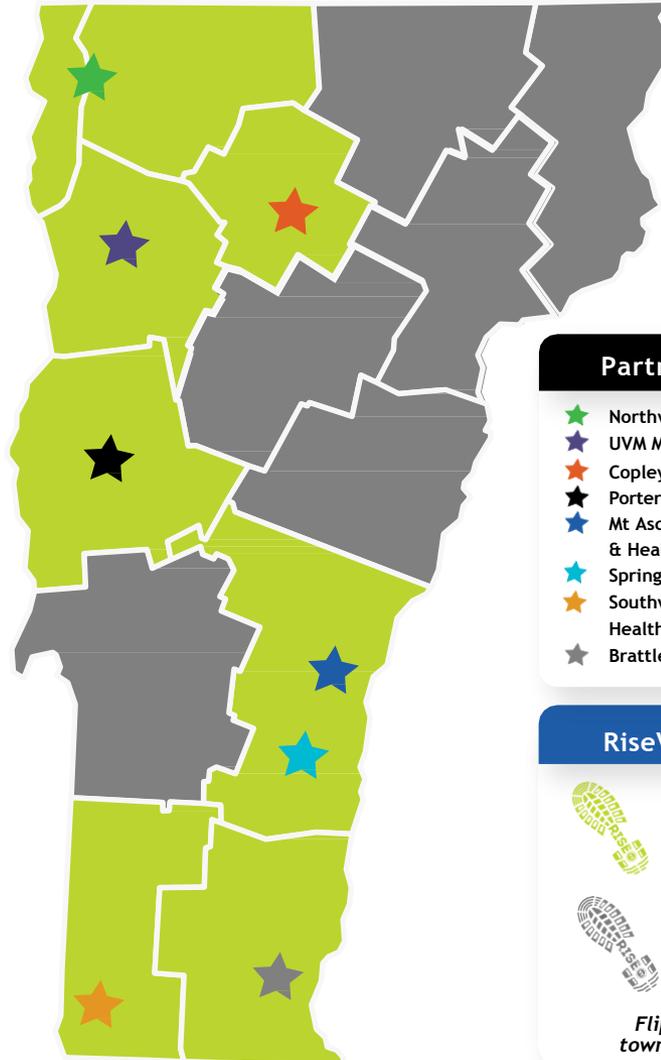


"My career as a family practice physician working in Vermont spans nearly two decades. One of the most positive changes I have seen is the creation of OneCare. One of the key aspects of OneCare is to reward primary care providers like me to work with our patients to keep them healthy rather than treating them only when they are sick. This approach is an effort to move away from the current fee-for-service system and move us to a value-based system focused on improving quality and promoting wellness by focusing on primary care for Vermonters."



Carrie Wulfman, MD

*Primary Care Provider, Primary Care
Brandon, VT*



Partner Hospitals

-  Northwestern Medical Center
-  UVM Medical Center
-  Copley Hospital
-  Porter Medical Center
-  Mt Ascutney Hospital & Health Center
-  Springfield Hospital
-  Southwestern Vermont Health Care & Medical Center
-  Brattleboro Memorial Hospital

RiseVT Expansion



**RiseVT
launched
2018-2019**

RiseVT founded at NMC in 2016



**RiseVT
coming
soon!**

*Flip to see launch
towns in each county*



Research shows that the greatest predictor of how well and how long we live is directly tied to our zip code. This means that the environment where we live, work, learn, and play has incredible power over our ability to live a healthy life. RiseVT unites multi-sector partners in an evidence-based model to identify existing wellness efforts, provide funding and resources to amplify what's already working in communities to improve health and wellbeing, and problem solve to fill gaps and develop innovative solutions. RiseVT is a resource hub for all Vermonters to find out what health initiatives are happening in their community while simultaneously shifting the environment across all sectors that make the healthy choice the easy choice.

Towns Where RiseVT Has Launched

ADDISON COUNTY

Bristol, Lincoln, Starksboro

BENNINGTON COUNTY

Bennington, North Bennington

CHITTENDEN COUNTY

Bolton, Huntington, Richmond

FRANKLIN & GRAND ISLE COUNTIES

Alburgh, Enosburg, Franklin, Highgate, Sheldon, St. Albans, Swanton

LAMOILLE COUNTY

Johnson, Morrisville

WINDHAM COUNTY

Brattleboro, West Brattleboro

WINDSOR COUNTY

Hartland, Weathersfield, West Windsor, Windsor

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