



## OneCare Vermont

### Comprehensive Payment Reform (CPR) Program

#### Report to Green Mountain Care Board

Final 2018-2020/Interim 2021

July 30, 2021

#### **CPR Program Description**

Since 2018, OneCare has worked with payers to transition independent primary care practices from volume to value-based payment reform. This requires replacing payer fee-for-service payments with a fixed monthly payment from OneCare. The approach combines payer-paid fixed payment dollars with supplemental investments from OneCare. Each of the practices participating is subject to the identical methodology, but may receive different payment amounts based on the demographics of their population.

The Comprehensive Payment Reform (CPR) program is OneCare's payer-blended fixed payment model for independent primary care practices. Currently, fixed payments replace fee-for-service (FFS) for the Medicaid, Medicare, and BCBSVT QHP programs. Payer-blended global per member per month payment rates are set based on an evaluation of all primary care in the network, with separate PMPM payments for core codes/services (standard E&M codes that all primary care practices bill) and non-core codes/services (more variable across practices, e.g., lab, radiology).

PMPM payment rates for core services are calculated based on an evaluation of the primary care spend for the entire OneCare Network of primary care practices for the provision of core services (note that FQHCs are excluded from this evaluation due to their different reimbursement model). Payment rates are segmented for adult and pediatric patients to fairly accommodate both pediatric and adult practices. Rates are risk-adjusted, utilizing the John Hopkins Risk Adjustment Model for adult patients and an age/gender risk matrix for pediatric patients. Last, a \$5.00 primary care incentive payment is added to the monthly PMPM payment amount for adult and pediatric core services.

PMPM payment rates for non-core services are paid via prospective PMPM payment, with the amounts targeted to reflect the practice-specific historical billing on a FFS basis.

### **Source of Funds for the CPR Program**

The CPR Program is funded in part by allocation of funds from the fixed payments OneCare receives from contracted payers. The following table reflects the historical apportionment of those funds between the hospitals and those participating in the CPR program:

		<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021 Projected</b>
<b>Medicare*</b>	<b>Hospitals</b>	\$171,951,631	\$231,717,813	\$222,876,298	\$252,895,038
	<b>CPR</b>	\$1,171,946	\$1,975,095	\$2,141,315	\$2,405,320

<b>Medicaid Traditional</b>	<b>Hospitals</b>	\$65,458,679	\$110,467,705	\$129,616,685	\$117,951,203
	<b>CPR</b>	\$1,597,453	\$2,080,498	\$2,476,281	\$2,624,773

<b>Medicaid Expanded</b>	<b>Hospitals</b>	n/a	n/a	\$33,906,397	\$25,043,158
	<b>CPR</b>	n/a	n/a	\$179,011	\$532,826

<b>BCBSVT QHP*</b>	<b>Hospitals</b>	n/a	n/a	\$4,241,052*	\$5,471,220*
	<b>CPR</b>	n/a	n/a	n/a	\$963,937

\* Medicare and BCBSVT QHP Fixed Prospective Payments (FPPs) are reconciled back to fee for service (FFS) (the table reflects pre-reconciliation figures). However, OneCare does not reconcile the FPP with CPR practices and allocates any balance to hospitals.

In addition, payer-funded population health investments and hospitals investment contribute to the funding model. The following table displays the full scope of funding for the participants in the program:

	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021*</b>
<b>Revenue</b>				
Medicaid FPP Portion to CPR	\$1,597,453	\$2,080,498	\$2,655,291	\$3,157,599
Medicaid \$3.25 PMPM	\$199,524	\$230,435	\$247,078	\$404,797
Medicaid Care Coordination	\$117,948	\$163,954		
Medicare FPP Portion to CPR	\$929,563	\$1,444,631	\$1,381,738	\$1,386,073
BCBSVT QHP FPP Portion to CPR				\$481,872
BCBSVT QHP \$3.25 PMPM	\$86,678	\$94,042	\$78,952	\$92,791
Hospital Investments	\$1,520,924	\$1,407,167	\$1,605,548	\$1,333,485
Other				
<b>TOTAL REVENUE</b>	<b>\$4,452,090</b>	<b>\$5,420,727</b>	<b>\$5,968,607</b>	<b>\$6,856,618</b>
<b>CPR Expenses</b>				
Total CPR Payments	\$4,452,090	\$5,420,727	\$5,968,607	\$6,856,618
Other				
<b>TOTAL EXPENSES</b>	<b>\$4,452,090</b>	<b>\$5,420,727</b>	<b>\$5,968,607</b>	<b>\$6,856,618</b>

\* Projected

### **2018 Final Summary Data**

During the 2018 pilot year, three primary care organizations, representing six practices agreed to participate and work collaboratively with OneCare on the program design. In this initial program year, the CPR program included FFS-replacement funds, the \$3.25 PMPM population health management payment, care coordination funding, and a supplemental payment to support providers in their transition to this new model. The organizations were able to build the necessary infrastructure to make the conversion from FFS and realize the value of the predictable revenue stream and positive impact to the delivery of care. As a requirement of the program, CPR practices implemented a quality or service delivery improvement project, which was reported to OneCare and the other participants in the program.

### **2018 Attributed Lives by HSA and Practice Site**

			Attributed Lives (Start of PY)		
HSA	Organization	Practice Sites	Medicare	Medicaid	BCBSVT QHP
St Albans	Cold Hollow Family Practice, P.C.	Cold Hollow Family Practice, P.C.	6	321	167
Brattleboro	Primary Care Health Partners - Vermont LLP	Brattleboro Primary Care	207	1,601	318
Bennington	Primary Care Health Partners - Vermont LLP	Mt. Anthony Primary Care	652	374	140
St Albans	Primary Care Health Partners - Vermont LLP	St. Albans Primary Care	946	534	398
Burlington	Primary Care Health Partners - Vermont LLP	Timber Lane Pediatrics	11	1,831	439
Burlington	Thomas Chittenden Health Center, PLC	Thomas Chittenden Health Center, PLC	1,995	780	979

### **Financial Model Comparison**

2018	Full Capitation	Partial Capitation	Hospital Primary Care
	PMPMs	PMPMs	PMPMs
CPR Model	\$40.12	n/a	n/a
Standard Model	\$31.20	n/a	\$32.16
Non-OneCare Model	\$25.93	n/a	\$26.89

### **2019 Final Summary Data**

For the 2019 Performance Year, participation increased to nine organizations spanning twelve practices. While the financial model was relatively unchanged, a partial capitation CPR model was offered to smaller practices as an on-ramp for transition into the full capitation CPR model. Under this model partial capitation participants continued to receive FFS but accepted the enhanced CPR funding and were held to similar expectations. From the clinical side, all CPR organizations participated in service delivery or quality improvement projects and provided reports of their outcomes.

### **2019 Attributed Lives by HSA and Practice Site**

			Attributed Lives (Start of PY)			
HSA	Organization	Practice Sites	Medicare	Medicaid	BCBS QHP	CPR Model
Bennington	Avery Wood MD LLC	Avery Wood, MD	185	142	63	Partial
Burlington	Christopher J. Hebert, PC	Christopher Hebert, MD	522	31	98	Partial
St Albans	Cold Hollow Family Practice, P.C.	Cold Hollow Family Practice, P.C.	483	401	138	Full
Bennington	Eric S. Seyferth, MD	Eric S. Seyferth, MD	379	7	73	Partial
Burlington	Gene Moore MD, PLLC	Gene Moore MD, PLLC	307	48	73	Partial
Burlington	Green Mountain Internal Medicine PLC	Green Mountain Internal Medicine	132	13	50	Partial
Brattleboro	Primary Care Health Partners - Vermont LLP	Brattleboro Primary Care (and Adult)	317	1,552	284	Full
Bennington	Primary Care Health Partners - Vermont LLP	Mt Anthony Primary Care	654	472	92	Full
St Albans	Primary Care Health Partners - Vermont LLP	St. Albans Primary Care	972	767	278	Full
Burlington	Primary Care Health Partners - Vermont LLP	Timber Lane Pediatrics (and Milton)	6	1,916	368	Full
Burlington	Richmond Family Medicine PLLC	Richmond Family Medicine, PLLC	700	262	355	Full
Burlington	Thomas Chittenden Health Center, PLC	Thomas Chittenden Health Center, PLC	1,988	832	739	Full

### **Financial Model Comparison**

2019	Full Capitation	Partial Capitation	Hospital Primary Care
	PMPMs	PMPMs	PMPMs
CPR Model	\$41.27	\$30.32	n/a
Standard Model	\$34.70	\$25.42	\$24.74
Non-OneCare Model	\$29.37	\$20.52	\$19.39

### **2020 Financial Summary Data**

For 2020, seven organizations joined the full capitation model (two new practices and five who previously participated in 2019). The 2020 payment model was designed to incorporate a variable component for care coordination engagement and specific quality measures. However, due to the impacts of COVID-19, implementation of the variable component for care coordination engagement was delayed until July and the variable quality component was paused entirely. In general, these changes were intended to align with the broader changes OneCare implemented with its network to manage through the pandemic. Quality improvement continued to be a component of the program and required practices to attest to their project outcomes.

### **2020 Attributed Lives by HSA and Practice Site**

2020			Attributed Lives (Start of PY)		
HSA	Organization	Practice Sites	Medicare	Medicaid	BCBSVT QHP
Bennington	Avery Wood MD LLC	Avery Wood, MD	196	127	57
Bennington	Eric S. Seyferth, MD	Eric S. Seyferth, MD	396	6	78
Burlington	Lakeside Pediatrics, PLLC	Lakeside Pediatrics, PLLC	0	667	174
Brattleboro	Primary Care Health Partners - Vermont LLP	Brattleboro Primary Care (and Adult)	330	1,499	263
Bennington	Primary Care Health Partners - Vermont LLP	Mt. Anthony Primary Care	710	427	80
St Albans	Primary Care Health Partners - Vermont LLP	St. Albans Primary Care	974	746	248
Burlington	Primary Care Health Partners - Vermont LLP	Timber Lane Pediatrics (and Milton)	4	1,988	325
Burlington	Richmond Family Medicine PLLC	Richmond Family Medicine, PLLC	724	275	315
Burlington	Thomas Chittenden Health Center, PLC	Thomas Chittenden Health Center, PLC	2,078	685	616
Burlington	University of Vermont Nursing and Health Sciences Practice Group, Inc.	Appletree Bay Primary Care	471	97	121

### **Financial Model Comparison**

2020	Full Capitation	Partial Capitation	Hospital Primary Care
	PMPMs	PMPMs	PMPMs
CPR Model	\$43.33	n/a	n/a
Standard Model	\$32.83	n/a	\$23.18
Non-OneCare Model	\$27.47	n/a	\$17.82

### **2021 Financial Summary Data**

Due to the lingering impacts of the pandemic and as a means to simplify operations of the program, the financial model was adjusted in 2021. Specifically, the \$3.25 PMPM population health management payments and the care coordination payments were moved outside the CPR model. The variable PMPM component utilized in 2020, which was designed to align expectations for CPR and non-CPR practices, was difficult for practices to track and for OneCare to administer. This change simplifies the CPR payments, which now only include the FFS-replacement funds and the supplemental CPR payment. 2021 is also the first year in which OneCare was able to include a BCSVT fixed payment component to the model, thus expanding the scope of this program within any given practice. Additionally, 2021 is the first year of practice-specific quality evaluation that will dictate payments from the Value Based Incentive Fund. With this evolution, the CPR practices are held to the same quality standards as the rest of the OneCare primary care practices.

### **2021 Attributed Lives by HSA and Practice Site**

2021			Attributed Lives (Start of PY)		
HSA	Organization	Practice Sites	Medicare	Medicaid	BCBSVT QHP
Bennington	Avery Wood MD LLC	Avery Wood, MD	188	120	48
St Albans	Cold Hollow Family Practice, P.C.	Cold Hollow Family Practice, P.C.	347	316	78
Bennington	Eric S. Seyferth, MD	Eric S. Seyferth, MD	395	6	61
Burlington	Essex Pediatrics, PC	Essex Pediatrics	0	1,810	234
Bennington	Green Mountain Pediatrics, PC	Green Mountain Pediatrics	0	274	46
Burlington	Lakeside Pediatrics, PLLC	Lakeside Pediatrics, PLLC	0	713	150
Burlington	Pediatric Medicine PLC	Pediatric Medicine, PLC	0	869	308
Brattleboro	Primary Care Health Partners - Vermont LLP	Brattleboro Primary Care	320	2,019	227
Bennington	Primary Care Health Partners - Vermont LLP	Mt Anthony Primary Care	650	380	69
St Albans	Primary Care Health Partners - Vermont LLP	St. Albans Primary Care	968	833	216
Burlington	Primary Care Health Partners - Vermont LLP	Timber Lane Pediatrics	5	2,214	311
Burlington	Richmond Family Medicine PLLC	Richmond Family Medicine, PLLC	778	337	300
Burlington	Thomas Chittenden Health Center, PLC	Thomas Chittenden Health Center, PLC	2,112	808	528
Burlington	University of Vermont Nursing and Health Sciences Practice Group, Inc.	Appletree Bay Primary Care	348	98	90

### PRELIMINARY Financial Model Comparison

2021*	Full Capitation	Partial Capitation	Hospital Primary Care
	PMPMs	PMPMs	PMPMs
CPR Model	\$30.59	n/a	n/a
Standard Model	\$23.13	n/a	\$18.24
Non-OneCare Model	\$23.13	n/a	\$18.24

\* These figures reflect initial observations of program outcomes and are subject to change as the year unfolds.

#### **Evaluation**

Evaluation of the CPR program has three main components. First, OneCare monitors the financial outcomes of the program to ensure that practices receive payment as intended under the program design. CPR payments are compared to FFS-equivalent as a means to determine financial benefit. Next, managing this program requires regular communication with participants. In the summer of 2021, OneCare hosted a series of focus group meetings with CPR participants, as well as other financial leaders across the network, to discuss what is working well and what can be changed for input to the 2022 program. Now that participants have been engaged in the program for a number of years it's appropriate to evaluate whether or not the practices have been able to utilize the additional funds and stable payments to generate the positive outcomes.