



- 1. In looking at the per member per month spending and growth for your hospital's service area, what observations can you share with the GMCB? In particular, if your HSA's spending level is above the state average, or if your HSA's growth rate is above 3.5%, can you share any insights or possible explanations?***
- 2. What strategies will the hospital be undertaking to support the State's goal of limiting TCOC per member growth to 3.5% or less from 2017 to 2022? How are these strategies aligned with the goals of the APM Agreement?***

Total cost of care in St. Albans is lower than the state average and the rate of growth is low and has been slowing in the most recent years. The five-year compounded growth rate for the St. Albans HSA is 3.4% and is only 2.5% over the last three years.

NMC has been, and continues to be, a whole-hearted supporter of the all payer model. We have made significant investments in preventative services, addiction medicine, promoting healthy lifestyles in our community and schools, ensuring access to healthy foods through the Healthy Roots initiative, working directly with patients that have challenges related to one or more social determinates of health to ensure that they have access to the the resources that they need. We have placed mental health experts and social workers in our primary care practices and emergency department. Health coaches are embedded in our primary care practices and we will be incorporating health coaches into our surgical practices to better prepare patients for the post-surgical recovery period.

We are also working closely with our partners throughout our community to develop community case management to ensure system-wide alignment with the goals of the all payer model and to create standardized and seamless transitions from one organization to the next for our patients. One example of this is our plan to move the Northwestern Center for Hope and Recovery to a larger space closer to the hospital, a space that will be shared by Howard Center and Northwestern Counseling and Support Services. By co-locating these services, a person in need of help will not have to figure out which agency to contact or which door to walk in. When our organizations are aligned and working together for the good of the patient, no matter which door a person walk in, it is the right door.

NMC's mission is to provide exceptional healthcare for our community.