OneCare Vermont

To:	Susan Barrett, Michael Barber, Alena Berube, Marisa Melamed, Sarah Tewksbury, and Health Care Advocate Policy Team
From:	Sara Barry
CC:	Vicki Loner, Tom Borys, Amy Bodette, Joan Zipko, Tyler Gauthier
Date:	September 30, 2020
Subject:	Budget Orders 17 & 19

Dear Green Mountain Care Board and Health Care Advocate Policy Teams:

Enclosed, please find OneCare's submission for Budget Order deliverables 17 and 19 due per OneCare's FY2020 Budget Order (2/4/2020) and subsequent FY2020 Budget Order Amendment (4/6/2020).

- Budget Order 17: Provide a report on how population health investments address cost and quality differences across Health Service Areas as identified in OneCare's variations-in-care analysis.

- Budget Order 19: Submit a prototype for an ACO performance dashboard and a proposed plan to implement the performance dashboard by December 31, 2020.

  As the approval of this prototype is pending, OneCare has not yet fully analyzed its permission to share payer data in any populated performance dashboard. Data Use Agreements with each payer will impact OneCare's ability to share data, we will consult those and report back to the Board after the approval is in place. Some disclosures may require permission from the payers and we will communicate with them. Additionally, trade secret protection may be requested as to commercial program data by either OneCare or the payers. OneCare will do this analysis timely from approval in recognition of the implementation deadline.

  Please let me know if you have any questions.

  Attachments (1)

Budget Order 17: No later than September 30, 2020, OneCare must provide a report on how its population health investments address cost and quality differences across Health Service Areas as identified in OneCare's variations-in-care analysis.

OneCare distributes Population Health Investments as a direct funding stream to improve population health management. The funding is contingent on participants' willingness and ability to engage in care delivery transformation efforts and payment reforms with increasing accountability over time. This funding supports ACO-related activities in primary care to improve population health management, increase the utilization of available data provided by OneCare, and drive continuous quality improvement efforts to advance patient outcomes and experience of care delivered in the patient centered medical home (PCMH). OneCare's role in implementing the population health investments is that of a leader and facilitator of coordinated efforts amongst teams, healthcare organizations, communities, and state agencies. OneCare provides the framework, training, tools, data, outcomes reporting, and financial support to execute the population health initiatives.

OneCare's network participants are charged with meeting national benchmarks in quality and care and performing at or below per member per month targets for key cost and utilization metrics. By leveraging the OneCare data and investments, providers are accountable in driving continuous improvement efforts. Further, OneCare encourages increased communication and coordination between healthcare providers, especially those caring for the highest-needs patients.

In response to the public health emergency, OneCare's Board approved the pre-payment of monthly population health management payments to its network for May and June 2020. This was intended to provide cash flow to practices hard-hit by the pandemic so that focus could remain on delivering care to those in need. Practices were also making significant changes to the way they were delivering care, moving from traditional in person care to telemedicine or telehealth.

Results are often driven by the volatility of small numbers at the local level. With so few lives attributing to some of the Health Service Areas, a small number of expensive cases and/or inherent variation risk can dictate the result for the HSA, even with effective population health practices in place. For these reasons OneCare does not dose Population Health Investments at the individual Health Service Area, and instead deploys investments and necessary supports to increase ACO performance.

Budget Order 19: No later than September 30, 2020, OneCare must submit to the Board a prototype for an ACO performance dashboard and a proposed plan to implement the performance dashboard by December 31, 2020. GMCB staff will work with OneCare to determine the required form and content for the submission and to establish appropriate methodologies for reporting quality results in such a way to allow for valid comparisons where feasible. At a minimum the dashboard shall profile population health and financial data by HSA and payer in a way that promotes variational analysis across HSAs and readily reconciles to Board approved and projected fiscal year budgets and population health performance targets. The Board will also provide an opportunity for the Health Care Advocate to provide input into the dashboard, including methodologies for quality reporting.

Overview
The Performance Dashboard prototype includes key utilization and cost metrics displayed for each Health Service Area (HSA) and for each payer program. The selected metrics are consistent with reporting that OneCare provides to its network. These measures have been reviewed by the Finance and Analytics departments to determine impact on the total cost of care, with oversight from OneCare's Chief Medical Officer.

Data
Please note that the enclosed prototype uses mock data for illustration purposes. The final Performance Dashboard to be delivered by December 31, 2020 will include actual 2019 data. Note that changes between program years such as population mix, included services, fee schedule updates and population risk can result in misleading outcomes without full comprehension of all details. Therefore, HSAs have been blinded in order to protect their data and ensure data included in this report is not used to draw conclusions about their outcomes related to cost and quality.

Since results are often driven by the volatility of small numbers at the local level, a small number of expensive cases and/or inherent variation risk can dictate the result for the HSA, even with effective population health practices in place. As a strategy to address these small numbers issues, OneCare is moving forward with a pooling of ACO risk to help protect from this volatility. In order for OneCare's programs to yield positive results under the All Payer ACO Model, the healthcare landscape must be viewed as an integrated network. With this in mind, focus can shift away from dividing healthcare spending into "mini ACO" segments and toward network-wide areas of opportunity.

Implementation Plan
OneCare will implement the Performance Dashboard by providing a PDF copy of the report including full-year 2019 data to the Green Mountain Care Board (GMCB) by December 31, 2020. OneCare intends to provide the report on a yearly basis and anticipates that the GMCB Board will share the report on the GMCB ACO Oversight website as is currently the practice for all other ACO Budget Order deliverables. OneCare looks forward to feedback from the Board to further refine the Performance Dashboard.

Reference
The OneCare Performance Dashboard report (attached) displays samples of reports found within the application.