



## **AGENDA**

### **State and Public School Life and Health Insurance Board Quality of Care Sub-Committee Meeting**

**November 10, 2015**

**1:00 p.m.**

**EBD Board Room – 501 Building, Suite 500**

- I. Call to Order ..... Bob Alexander, EBD Executive Director***
- II. Election of Officers ..... Bob Alexander, EBD Executive Director***
- III. Payment Improvement Initiative..... BlueCross & Blue Shield***
- IV. Director's Report..... Bob Alexander, EBD Executive Director***

#### ***Upcoming Meetings***

***January 12, 2016***

***NOTE: All material for this meeting will be available by electronic means only  
ethel.whittaker@dfa.arkansas.gov***

***Notice: Silence your cell phones. Keep your personal conversations to a minimum.  
Observe restrictions designating areas as "Members and Staff only"***

**State and Public School Life and Health Insurance  
Board Quality of Care Sub-Committee  
Minutes  
November 10, 2015**

The State and Public Life and Health Insurance Board, Quality of Care Committee met on November 10, 2015 at 1:00 p.m. in the EBD Board Room, 501 Woodlane, Little Rock, Arkansas.

**Members Present**

Margo Bushmiaer  
Zinnia Clanton  
Michelle Murtha  
Pam Brown (Proxy) Elisa White  
Don Hollingsworth  
Dr. Joseph Thompson  
Robert Boyd  
Carlton Saffa

**Members Absent**

Frazier Edwards  
Dr. Tony Thurman  
Dr. Michael Moody  
Dr. Patti Scott  
Dr. Eric Crumbaugh

Bob Alexander, Executive Director, Employee Benefits Division

**Others Present**

Dwight Davis, David Keisner, Arlene Chan-Monton, UAMS; Ethel Whittaker, Lori Eden, Ellen Justus, Janna Keathley, Stella Greene, Shay Burelson, Matt Turner, EBD; Pam Lawrence, AHH; Marc Watts, ASEA; Steve Althoff, MTI; Jennifer Vaughn, Kristi Jackson, ComPsych; Takisha Sanders, Jessica Akins, Health Advantage; Jackie Baker, ASP; B.J. Himes, Karyn Langlely, Qual Choice; Leo Hauser, Marvin Parks, BPS; Ronda Walthall, Wayne Whitley, AHTD, Rusty Filey, Merck; Alicia Berkmeier, Jennifer Shelton, ABCBS; Elisa White, Ar Hospital Ass'n; Treg Long, American Cancer Society

**CALL TO ORDER**

The meeting was called to order by Bob Alexander, EBD Executive Director

**ELECTION OF OFFICERS:** *by Bob Alexander, Executive Director EBD*

Dr. Thompson nominated Margo Bushmiaer for Chairman. Saffa seconded. All were in favor.

**Motion Approved by Acclamation.**

Margo Bushmiaer nominated Zinnia Clanton for Vice-Chairman. Dr. Thompson seconded. All were in favor.

## **Motion Approved by Acclamation.**

### **PAYMENT IMPROVEMENT INITIATIVE:** *by: Alicia Berkemeyer, VP Primary Care & Pharmacy, Arkansas Blue Cross & Blue Shield*

The Arkansas Payment Improvement Initiative manages a multitude of different programs. Episodes of care focus on Specialty Care. Patient Centered Medical Home has two (2) elements of care; Comprehensive Primary Care Initiative and State Patient Center Medical Home Practices.

The following are the five (5) key elements: Patient Centered- The Patient is at the center of all care. The Patient is included in their care decisions. Additionally, Self- Management tools will be provided to the Employees. Comprehensive Care- Involves more proactive care rather than reactive care. Coordinated Care – Medical Neighborhood – Physicians have an awareness of patients using the Emergency Room as well as those who are admitted and discharged from the hospital. Access to Care – Clinics will have 24-7 access to the electronic medical records for the patients. In addition, same day appointments are provided. Quality and Safety – Safety involves reviewing the Evidence-Based Guidelines and Protocols.

In 2009 there were five (5) clinics who participated in a two year pilot program for Patient Center Medical Home. The goal was to develop and review the requirements for transforming to a Medical Home. It was found to be very difficult to make the transformation while continuing to provide service for patients.

Results from the pilot program indicated:

- A decrease in Readmission Rates
- A decrease in Emergency Room visits
- Improved Emergency Room Utilization
- An increase in Generic Prescriptions

Companies and Agencies participating in the Payment Improvement Initiative:

- Walmart
- Medicare/Medicaid
- Qual Choice
- Arkansas Blue Cross

- Humana

Alexander would like the Committee consider a recommendation to the Board to adopt the procedures of assigning a Primary Care Physician to the members or decline to adopt the procedures. The members are not required to accept the assigned physician. However, one is assigned in the event the member needs a PCP. Alexander recommended the committee develop questions and concerns for review. Blue Cross will address the questions and concerns at the next meeting January 12, 2016.

**DIRECTORS COMMENTS:** *by Dr. Joseph Thompson, Board and Quality of Care Committee Member, Bob Alexander, EBD Executive Director*

Dr. Thompson reported on common risk factors that cause a common condition, which have a significant impact. In 2014, the Board developed a \$75.00 discount to the premium for employees who have a wellness visit on an annual basis. The office visit should have at least one (1) wellness benefit included to qualify. The goal was to motivate members to see their PCP.

Dr. Thompson reported from the previous meeting the Board decided to continue the premium discounts, however, there may be additional requirements for 2016. Alexander would like to review additional information before the Board submits recommendations for the biometric screening.

**Meeting Adjourned.**

# Arkansas Payment Improvement Initiative

Alicia Berkemeyer, VP Primary Care & Pharmacy

State & School - Quality of Care Sub Committee

November 2015



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# Arkansas Payment Improvement Initiative (APII)

Episodes of Care

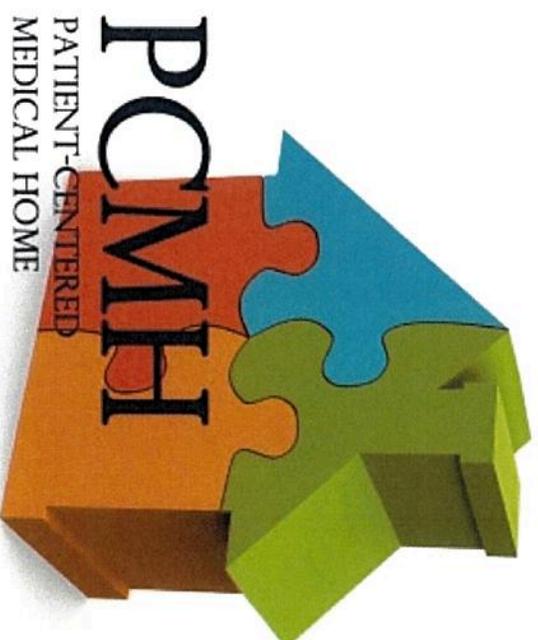
Patient Centered Medical Home (PCMH)

Comprehensive Primary Care (CPC)

State PCMH

## Patient Centered Medical Home (PCMH) Foundation

1. **Patient Centered**
2. **Comprehensive Care**
3. **Coordinated Care – Medical Neighborhood**
4. **Access to Care**
5. **Quality and Safety**



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# **Patient Centered Medical Home Pilot**

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Arkansas Blue Cross and Blue Shield

## PCMH Pilot Clinics

Clinic	Location	NCCQA recognition
AHEC Family Practice	Jonesboro	Level 3
Baptist Health Family Clinic	Bryant	Level 2
Harrison Family Practice Clinic	Harrison	Level 3
Ozark Internal Medicine and Pediatrics	Clinton	Level 3
UAMS- Family Medical Center	Little Rock	Level 3



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## PCMH Pilot Results

- Readmission Rates ↓
- Emergency Room Visits and Related Cost ↓
- Improved ER Utilization ↑
- Generic Drug Prescribing Rates ↑



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## 30 Day Inpatient Readmission Rates

- PCMH clinics: 20% decrease
- State average: 5% decrease

## Emergency Room costs

- PCMH clinics: 10% decrease
- State average: 33% increase

## Emergency Room Visits

- PCMH clinics: 3% decrease
- State average: 17% increase



# Comprehensive Primary Care

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## Comprehensive Primary Care (CPC)

- **Statewide**
  - **ARKANSAS (69 practices)**
  - Colorado
  - New Jersey
  - Oregon
- **Regional**
  - New York: Capital District – Hudson Valley
  - Ohio: Cincinnati – Dayton
  - Oklahoma: Greater Tulsa



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**Comprehensive Primary Care for: Patient & Family**  
*Better Health  
 Better Care  
 Lower Cost*

**Comprehensive Primary Care Functions**

- Access and Continuity
- Planned Care for Chronic Conditions and Preventative Care
- Risk-Stratified Care Management
- Patient and Caregiver Engagement
- Coordination of Care

**Enhanced Accountable Payment**

- Practices
- Payers

**Continuous Improvement Driven By Data**

- Allocation of Resources
- Culture of Improvement

**Optimal Use of Health IT**

- HIT Functions
- Data Exchange
- Continuous Improvement of HIT

## Comprehensive Primary Care Results

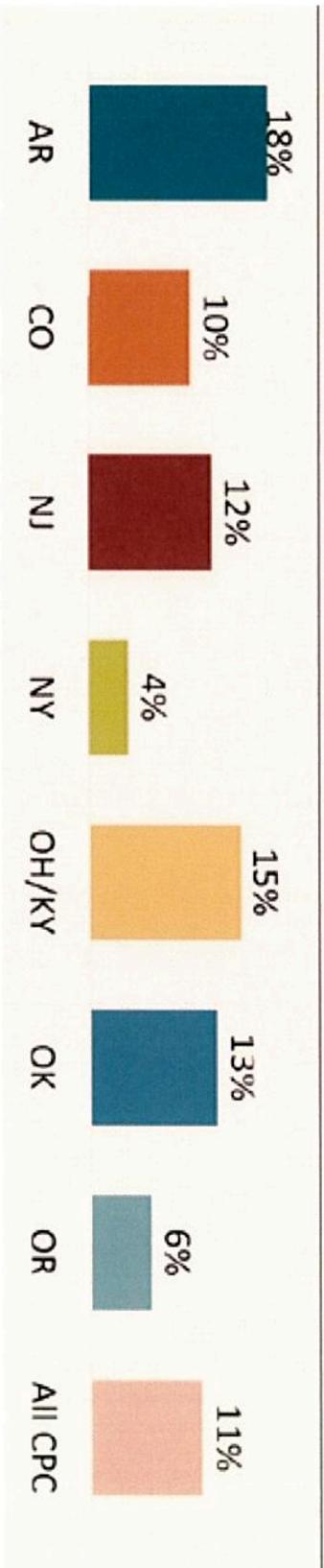
- Arkansas has the highest percentage of patients receiving care management services.
- Arkansas 7<sup>th</sup> Quarter Report
  - 8.3% decrease in hospital admissions
  - 1.9% decrease in ER visits
  - 6% decrease in 30-day readmissions



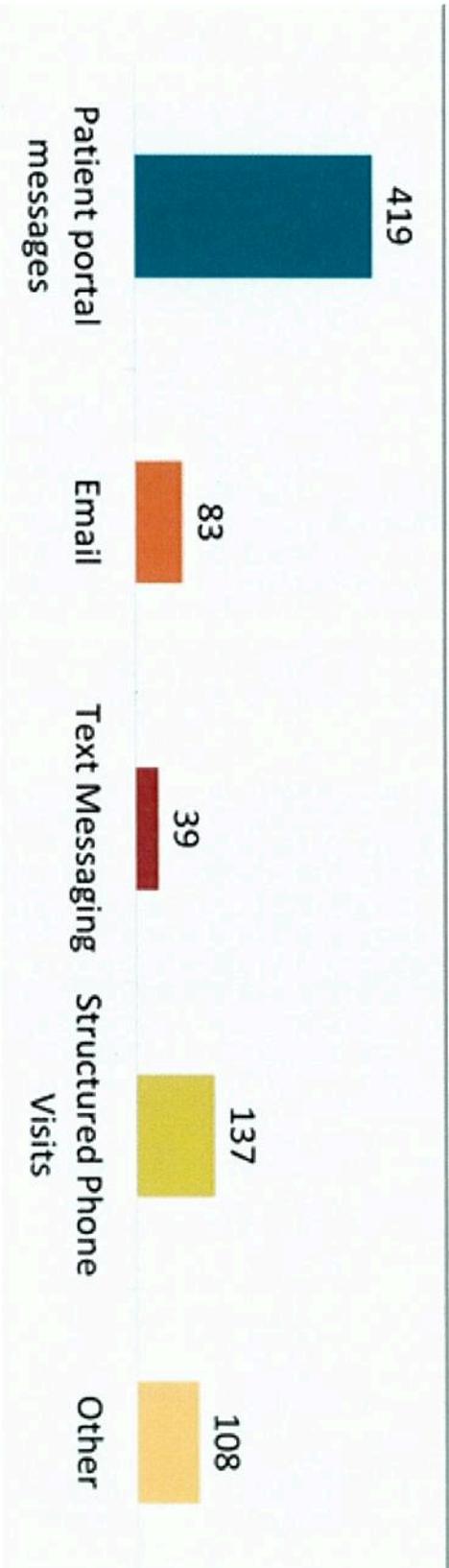
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## Comprehensive Primary Care Results

### Percent of Active Patients Receiving Care Management Services, July 2014



### Number of CPC Practices Offering Modes of Enhanced Access, July 2014



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# Primary Care

## ALIGNMENT INITIATIVE



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## What is it?

The primary care physician (PCP) alignment initiative pairs each member with a nearby PCP to ensure they're receiving the *right care from the right place at the right time.*



## Why is this important to employers?

Having a PCP helps:

- Improve employee health
  - A PCP makes sure employees get the care they need, which can improve and maintain the health of their employees
- Lower out-of-pocket costs
  - A PCP is a smart way for their employees to spend their health care dollars, and helps avoid duplicate tests, prescriptions, etc.
- Save time and increase productivity
  - Access to a PCP helps shape a healthier, more productive employee



## Why is this important to employers?

Employers know ...

- Fee-for-service structure is not working
- Medical costs are growing exponentially
- PCP alignment is a first step toward a better payment model



## Vision

Collaborate with Arkansas providers to support a sustainable health care system that delivers on:

- Improving health
- Reducing cost
- Increasing quality of care



## Ways to achieve our goals

### PCPs

- Patient alignment
- Comprehensive primary care (CPC)
- Patient-centered medical homes (PCMH)
- Shared savings

### Specialists

- Arkansas Payment Improvement Initiative (APII) - Episodes of Care
- Selective shared savings

### Hospitals

- Community Health Initiative (CHI) leadership
- Shared savings or risk sharing



## Ways to achieve our goals

### Infrastructure/value-added support

- Practice management
- Data sharing
- Analytics support

### Contract

- Disciplined base contractual agreements by provider type



## Core drivers

**Transparency:** Creation of transparency across providers

**Financial incentives:** Provision of financial incentives for improved performance

**Capability support:** Build and provide capabilities



## Attribution

- Look back at two years of claims data
- Office place of service
- Evaluation and Management (E & M) Services – Procedure Codes: 99201 – 99499
- Attribute to active primary care physicians
  - Family/general practice
  - Pediatrics
  - Geriatrics
  - Internal medicine



## Alignment

The goal is to align all members with a PCP. Here's how we're aligning members:

- **Member selects a PCP** (*if one has not already been selected*)
- **A PCP is attributed based on claims history** (*if member doesn't choose one*)
- **A PCP will be auto-assigned** (*if no member selection or no claims history*)



## Provider communication

### PCP notification letter

- Mailed March 3, explaining alignment strategy

### *Providers News*

- Article in March edition

### Provider manual

- Posted on website

### Conference calls

- Mid-March with PCPs and other thought leaders
- NDRs copied on all provider communications



## Member communication

### First letter

- Notify unattributed members to log in to *My Blueprint* or call Customer Service to select a PCP

### Second letter

- Notify unattributed members, who did not select a PCP, of their auto-assigned PCP

### Mailed at a contract level

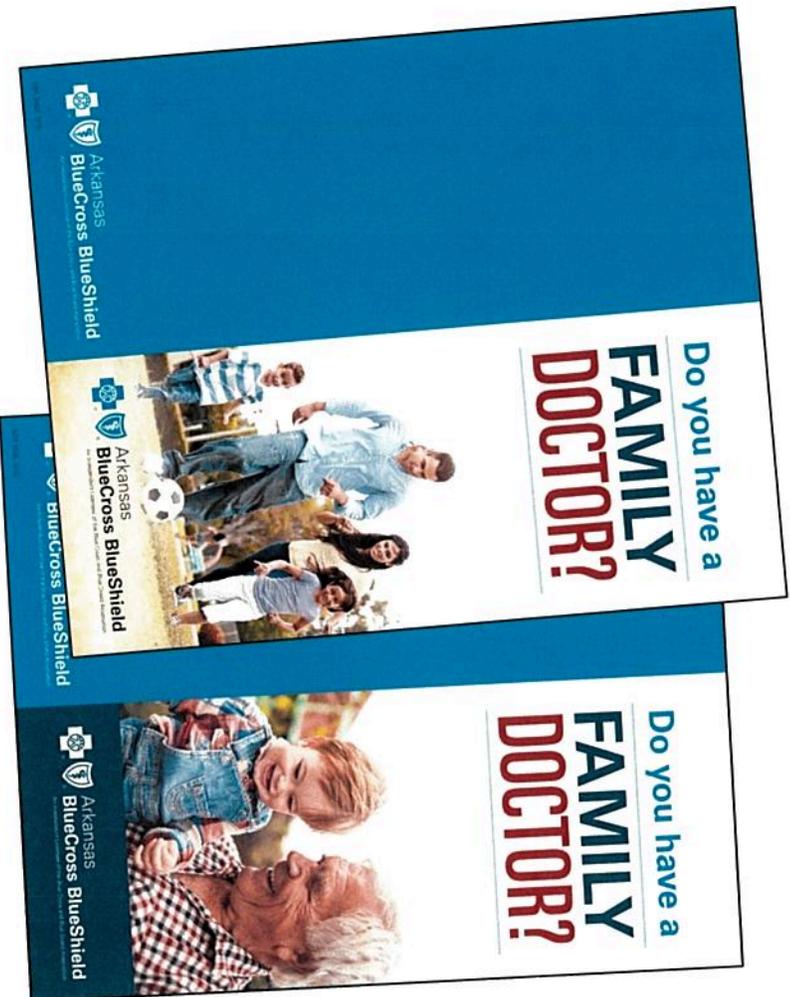
- All members on a contract will be listed on the letter
- Members in Arkansas and contiguous counties

### Will not mail to:

- Members who have selected a PCP within one year
- Members who attributed PCP equals their selected PCP
- Attributed members



# Member communication





Arkansas Blue Cross and Blue Shield  
 1001 South St.  
 Little Rock, AR 72202-2881  
 501-782-7273  
 www.arkbluecross.com

**Dear <FIRST NAME>:**

Arkansas Blue Cross and Blue Shield <Health Advantages> would like to say thank you! You may not know it, but you've taken an important step toward lowering your health care costs by having a family doctor for some members of your family. Studies show that people with a family doctor have lower overall health care costs and are happier with their care.

According to our records, the following people on your health insurance plan do not have a family doctor. Unfortunately, there's a shortage of family doctors in Arkansas and we can't be sure that every one of our members has a family doctor available to them when they need care. We would like to recommend the following doctor(s):

Dr. <DOCTOR FIRSTNAME LASTNAME>  
 <MEMBER NAME 1>  
 <MEMBER NAME 2>

The doctor(s) listed above is a family doctor in your community, who is working with us to make health care easier and more affordable. We hope you'll call the recommending us to see you. Of course, if you prefer a different family doctor please let us know.

If we have made a mistake and the members above do have a family doctor, would you please call us at <PHONE> or <EMAIL>? Our customer service representatives are available from 8 a.m. to 5 p.m., Monday through Friday. You also can select a family doctor online through the self-service website at <URL>.

It is our privilege to provide your health insurance. We're here to help.

Sincerely,  
 Alicia Berke Meyer  
 Vice President, Enterprise Primary Care Initiatives



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Our records indicate that you do not have a family doctor in your community. Unfortunately, there's a shortage of family doctors in Arkansas and we can't be sure that every one of our members has a family doctor available to them when they need care. We would like to recommend the following doctor(s):

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 <MEMBER NAME 1>  
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It is our privilege to provide your health insurance. We're here to help.

Sincerely,  
 Alicia Berke Meyer  
 Vice President, Enterprise Primary Care Initiatives

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# Arkansas State & School Employee Group

Unaligned	Aligned	%
22,549	96,366	81%



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# QUESTIONS?

