Vermont Health Care Innovation Project
Payment Model Design and Implementation Work Group Meeting Minutes

Pending Work Group Approval

Date of meeting: Monday, November 21, 2016, 1:00-3:00pm, DVHA Large Conference Room, 312 Hurricane Lane, Williston.

Agenda Item	Discussion	Next Steps
1. Welcome and Introductions; Approve Meeting Minutes	Catherine Fulton called the meeting to order at 1:01pm. A roll call attendance was taken and a quorum was present. Dale Hackett moved to approve the October 2016 minutes by exception, and Ed Paquin seconded. The minutes were approved with one abstention (Ed Paquin).	
2. Program Updates	Georgia Maheras provided an update on the Population Health Plan: • The Core Team provided initial comments on the Population Health Plan at its 11/14 meeting, and endorsed continued work on the Plan. The Plan will be reviewed by the Core Team again in Spring 2017 and, following Core Team approval, will be submitted to CMMI in June. Please send feedback to Georgia (Georgia.maheras@vermont.gov) or Sarah Kinsler (sarah.kinsler@vermont.gov).	
3. Sustainability Plan Review and Discussion	Georgia Maheras presented a first draft of the SIM Sustainability Plan (here, summarized in Attachment 3). • This is a draft developed based on recommendations of a private-sector stakeholder group which included at least one co-chair from all Work Groups (both Cathy and Andrew participated). • For activities that are proposed to continue, Lead Entity will provide stewardship and ownership. Not sole decision-making organization, but works with Key Partners to make sure work continues. • The Sustainability Plan is due to CMMI on June 30, 2017. It is a required deliverable of the SIM grant. • For more information: Review the full plan, or watch a recorded webinar on this topic. • It is recommended to look at Appendix A in the Sustainability Plan if you are unable to read the whole plan. • Feedback on the Sustainability Plan draft is due by December 14, 2016 to: Georgia.maheras@vermont.gov, 802-505-5137 or sarah.kinsler@vermont.gov, 802-798-2244. Discussion:	

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	• Susan Aranoff suggested DAIL could be included as a Lead Entity under the Medicaid Pathway. Georgia acknowledged that she has already received feedback related to the listing of Lead Entities for Departments within the Agency of Human Services, and intends to be more explicit about this in the next revision. • Susan noted that there is no ACO Advisory Board or All Payer Advisory Board. Georgia mentioned that the actual plan explicitly states the critical role of consumers in governance and as Key Partners in all work streams; we will add this to the slides. It may not come through clearly enough in the plan; feedback is appreciated in this area. • Steve Gordon noted that the Vermont Association of Hospitals and Health Systems (VAHHS) is not listed as a Lead Entity or Key Partner. Georgia agreed and said she would add the Vermont Medical Society, VAHHS, and other critical partners in the next revision. • Susan mentioned that she hopes for ongoing evaluation of the financial performance of the interventions, for instance, a way to process and release the results for the 2016 SSP when they're available. Georgia agreed that this is something that can be more specific in the evaluation section. • Maura Graff asked, are the Lead Entities and Key Partners intended to be primarily state-led? Georgia noted that it wasn't intended to be that way but the State acts as a neutral convener. Catherine Fulton added that the State has the authority and capability to have ownership and leadership, but is not the sole decision-maker. • Maura asked where the Unified Community Collaboratives fit into sustainability. Georgia noted the Sustainability Plan aligns with the work streams categories SIM uses for federal reporting; the Community Collaboratives (formerly known as Unified Community Collaboratives) fall under the Regional Collaborations work stream. Maura replied that it is her understanding that Regional Collaborations and Unified Community Collaboratives are not the same in every community. Georgia and Maura will follow-up offline to discuss. • Maura asked about the influence of Federal and State election results. Georgia referred to two articles published this weekend which includes quotes from Lawrence Miller about potential federal election impacts. On the State level, Governor-Elect Scott has indicated cautiously optimistic support for continuing efforts in a collaborative fashion. Some of the specifics will take some time to work through. • Jim Hester asked, are there efforts to estimate the impact of the recommendations of the Sustainability Plan on the State budget? Georgia responded that they are currently working with four different scenarios and continue to have targeted conversations with AHS Central Office, the GMCB, and the Department of Finance and Management, and with each of the different Departments to see what additional needs they have. Refined numbers will be available after these conversations. Jim asked if the final version of that will be included in the document that goes to CMS. Georgia replied that this decision will be up to the Core Team. • Dale Hackett noted that the ongoing evaluation must be integrated and not siloed. Georgia responded that there is intentional design in having either AOA or AHS in certain roles to allow for a central convening function across agencies and programs. For example, state colleges and medical universities are the ones who are churning out the next workforce and should be at the table.	
4. Year 2 Shared Savings Program Results:	This item, led by Alicia Cooper and Pat Jones, was a continuation of the initial discussion of the Year 2 Shared Savings Program (SSP) results, at the October 16 meeting. The materials presented in this work group and in other settings during	

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Continued Discussion	the last month were included again in today's handout. Representatives from the three ACOs (Kate Simmons from CHAC, Miriam Sheehey from OneCare, and Rick Dooley from Healthfirst) were present to help answer additional questions. Discussion: • Dale questioned the meaning from the data and asked if we need 2-3 years to see the impact of the program. Alicia cautioned against drawing too many conclusions after one or two years of program results because it's difficult to determine what the effect of the program is with relatively little data. • Susan asked for a chart that shows the comparison for patients with eligibility for attribution but not attributed. Susan's takeaway from Slide 43 is that the graph of the expenditure by non-attributed appears to be the same or similar to attributed people. Alicia acknowledged comparable patterns across the three groups. Susan suggested adding lines to make the chart more readable. • Maura: How many individuals are non-attributed, and why? Alicia Cooper: Attribution occurs based on the member's primary care relationship. If someone has a relationship with a primary care provider who isn't participating with the ACO, the member wouldn't automatically be attributed to an ACO. For the Medicaid program, the first look is at historic utilization which would take precedence over primary care selection. Slide 37 shows how many are not attributed over time. Georgia: For more detail, the Shared Savings Program monthly one-pager includes a snapshot of attribution broken down by Medicaid, Medicare and Commercial and is updated every quarter. Alicia: The attribution methodologies are imperfect but are the best current method to approximate where individuals are receiving the majority of their care. We'll continue to see refinements in the attribution methodology, particularly as we anticipate moving to a prospective model. Susan: Can individuals opt out of the ACO? Kate Simmons: An individual who opts out is still a part of the ACO but their data will not be shared. It's the providers who end up participating or not participating, with individuals attributed based on utilization. The ACO is still held accountable. Georgia: Medicare drives how attribution works and has made a plan with MACRA/MIPS where providers need to maintain/improve quality of the population they serve. • Susan Shane attended the National Association of ACOs. There were repeated comments of frustration from ACOs with high quality and low cost who have not achieved shared savings because CMS's benchmarking methodology. In response, CMS will change benchmarking to represent regional and not national benchmarks in the coming year. • Susan refers to slide 15 and asked for the ACOs to compare themselves to past performance in terms of the increase in difference from target in the years 2014-2015. Miriam knows that OneCare beat the national benchmark for cost of care but is still trying to understand what the change over those years means. Rick Dooley added that preventative care is expensive and can result in savings 10-15 years down the road. Therefore the ACOs are spending more as quality is improving. Susan Shane is also trying to understand the increased spend in the Medicare population. The data on slide 15 does not indicate that this is not a static population. The population in 2015 is different in volume and has shifted in comparison to the population in 2014. • Maura: Will the measures be the same under the Vermont Care Organization SSP? Pat: VCO will not necessarily be a SSP, it will be moving into a population-based model under the APM. CMS has proposed a quality framework; some measures overlap with the current SSP but some are different.	

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	• Rick: Are the quality measures in the federal contract or are those what the Population Health Committee, Primary Care Sub-committee, and the VCO will work on? Pat: Yes and Yes. The measures in the agreement between CMS and the State are measures that will be applied at either the State level or the ACO level. There's 20 measures in 3 population health areas: reducing prevalence of morbidity from chronic illness, reducing deaths from suicide and drug overdose, and increasing access to primary care. Between the State and the ACO, there will be some kind of a measure framework that will look quite similar to those 20 measures, but is TBD and not part of the agreement. The ACO may decide to work with their provider network on particular measures. The assumption is that all will support those 3 overarching areas. Georgia: As a reminder, Act 113 laid out a regulatory framework that puts the GMCB in charge of keeping this process open and transparent. Pat: The SSP under SIM and DVHA and the GMCB was a 3-year program 2014-2016. In 2017, the three payers could diverge in their approach during that transitional year. It's considered a Year 0 for the APM, which will then take effect in 2018. • Susan asked for a status on the DVHA Contract and asked what Medicare will be doing next year. Alicia: Still in the process of negotiating the contract and continuing to look at January 2017 implementation. Kate Simmons: CHAC has done renewal application to extend Medicare SSP into 2017 and 2018, while ramping up the VCO under the All Payer Waiver over the next 5 years. Miriam: OneCare will have a Medicare SSP in 2017. Susan asked for the information on the annual operating budget expense of the Medicare, Medicaid, and Commercial SSP. Georgia: The actual operating expenses resides within each ACO and is not possible to separate by each program. The SIM component has been provided to the Core Team by contract amount. Pat added that Act 113 does have a segmented budget going forward, but that is future and not past.	
5. Public Comment	There was no additional comment.	
6. Next Steps and Action Items	**FINAL PMDI Work Group Meeting:** Monday, December 19, 2016, 1:00pm-3:00pm, Elm Conference Room, Waterbury State Office Complex, 280 State Drive, Waterbury	

VHCIP Payment Model Design and Implementation Work Group Member List

Monday, November 21, 2016

Dale 1° Ed 2°

Member		Member Alternate			
First Name	Last Name	First Name	Last Name	Minutes	Organization
Melissa	Bailey	Shannon	Thompson		AHS - DMH
		Jaskanwar	Batra		AHS - DMH
		Kathleen	Hentcy		AHS - DMH
		Frank	Reed		AHS - DMH
Jill Berry	Bowen	Devin	Batchelder ✓		Northwestern Medical Center
		Jane	Catton		Northwestern Medical Center
		Diane	Leach		Northwestern Medical Center
		Don	Shook		Northwestern Medical Center
		Chris	Hickey		Northwestern Medical Center
Diane	Cummings	Shawn	Skafelstad ✓		AHS - Central Office
Mike	DelTrecco	✓			Vermont Association of Hospital and Health Systems
Tracy	Dolan ✓	Heidi	Klein		AHS - VDH
		Cindy	Thomas		AHS - VDH
		Julie	Arel		AHS - VDH
		Nicole	Lukas		AHS - VDH
Rick	Dooley ✓	Susan	Ridzon		HealthFirst
		Paul	Reiss		HealthFirst
Kim	Fitzgerald	Stefani	Hartsfield ✓		Cathedral Square and SASH Program
		Molly	Dugan		Cathedral Square and SASH Program
Aaron	French	Erin	Carmichael ✓		AHS - DVHA
		Nancy	Hogue		AHS - DVHA
		Megan	Mitchell		AHS - DVHA
Catherine	Fulton ✓				Vermont Program for Quality in Health Care

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First Name	Last Name	First Name	Last Name	Minutes	Organization
Beverly	Boget	Michael	Counter		VNAs of Vermont
Bonnie	McKellar	Mark	Burke		Brattleboro Memorial Hopsital
		Steve	Gordon		Brattleboro Memorial Hopsital
Maura	Graff	Heather	Bushey		Planned Parenthood of Northern New England
Dale	Hackett				Consumer Representative
Mike	Hall	Sandy	Conrad		Champlain Valley Area Agency on Aging / COVE
Paul	Harrington				Vermont Medical Society
Karen	Hein				University of Vermont
Bard	Hill	Patricia	Cummings		AHS - DAIL
		Susan	Aranoff		AHS - DAIL
Jeanne	Hutchins				UVM Center on Aging
Kelly	Lange	Teresa	Voci		Blue Cross Blue Shield of Vermont
		Josh	Flavin		
Ted	Mable	Kim	McClellan		DA - Northwest Counseling and Support Services
		Tim	Gallagan		DA - Northwest Counseling and Support Services
David	Martini				AOA - DFR
Chris	Smith				MVP Health Care
MaryKate	Mohlman	Jenney	Samuelson		AHS - DVHA - Blueprint
Ed	Paquin				Disability Rights Vermont
Abe	Berman	Miriam	Sheehey		OneCare Vermont

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First Name	Last Name	First Name	Last Name	Minutes	Organization
		Vicki	Loner		OneCare Vermont
		Leah	Fullem		OneCare Vermont
Laural	Ruggles				Northeastern Vermont Regional Hospital
Julia	Shaw				VLA/Health Care Advocate Project
Lila	Richardson	Kaili	Kuiper		VLA/Health Care Advocate Project
Kate	Simmons	Kendall	West		Bi-State Primary Care/CHAC
		Patricia	Launer		Bi-State Primary Care
		Heather	Skeels		Bi-State Primary Care
Pat	Jones	Kate	O'Neill		GMCB
Julie	Tessler				VCP - Vermont Council of Developmental and Mental Health Services
		Sandy	McGuire		VCP - Howard Center
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VHCIP Payment Model Design and Inplementation Work Group

Attendance Sheet 11/21/2016

	First Name	Last Name		Organization	Payment Model Design and Implementation
1	Peter	Albert		Blue Cross Blue Shield of Vermont	X
2	Susan	Aranoff	here	AHS - DAIL	MA
3	Julie	Arel		AHS - VDH	MA
4	Bill	Ashe		Upper Valley Services	X
5	Lori	Augustyniak		Center for Health and Learning	X
6	Debbie	Austin		AHS - DVHA	X
7	Ena	Backus		GMCB	X
8	Melissa	Bailey		Vermont Care Partners	M
9	Michael	Bailit		SOV Consultant - Bailit-Health Purchasing	X
10	Susan	Barrett		GMCB	X
11	Sara	Barry		OneCare Vermont	X
12	Devin	Batchelder	here	Northwestern Medical Center	MA
13	Jaskanwar	Batra		AHS - DMH	MA
14	Abe	Berman		OneCare Vermont	MA
15	Bob	Bick		DA - HowardCenter for Mental Health	X
16	Charlie	Biss		AHS - Central Office - IFS / Rep for AHS - DM	X
17	Beverly	Boget		VNAs of Vermont	MA
18	Mary Lou	Bolt		Rutland Regional Medical Center	X
19	Jill Berry	Bowen		Northwestern Medical Center	M
20	Stephanie	Breault		Northwestern Medical Center	MA
21	Martha	Buck		Vermont Association of Hospital and Health	A
22	Mark	Burke		Brattleboro Memorial Hopsital	MA
23	Donna	Burkett		Planned Parenthood of Northern New Engla	X
24	Heather	Bushey		Planned Parenthood of Northern New Engla	MA
25	Erin	Carmichael	here	AHS - DVHA	MA
26	Denise	Carpenter		Specialized Community Care	X
27	Jane	Catton		Northwestern Medical Center	MA
28	Alysia	Chapman		DA - HowardCenter for Mental Health	X

29	Joshua	Cheney		VITL	A
30	Joy	Chilton		Home Health and Hospice	X
31	Barbara	Cimaglio		AHS - VDH	X
32	Daljit	Clark		AHS - DVHA	X
33	Sarah	Clark		AHS - CO	X
34	Judy	Cohen		University of Vermont	X
35	Lori	Collins		AHS - DVHA	X
36	Connie	Colman		Central Vermont Home Health and Hospice	X
37	Sandy	Conrad		V4A	MA
38	Amy	Coonradt	here	AHS - DVHA	S
39	Alicia	Cooper		AHS - DVHA	S
40	Janet	Corrigan		Dartmouth-Hitchcock	X
41	Julie	Corwin	here	AHS - DVHA	S
42	Brian	Costello		Consultant	X
43	Michael	Counter		VNA & Hospice of VT & NH	M
44	Mark	Craig			X
45	Diane	Cummings		AHS - Central Office	M
46	Patricia	Cummings		AHS - DAIL	MA
47	Michael	Curtis		Washington County Mental Health Services	X
48	Jude	Daye		Blue Cross Blue Shield of Vermont	A
49	Jesse	de la Rosa		Consumer Representative	X
50	Danielle	Delong		AHS - DVHA	X
51	Mike	DelTrecco		Vermont Association of Hospital and Health	M
52	Yvonne	DePalma		Planned Parenthood of Northern New Engla	X
53	Trey	Dobson		Dartmouth-Hitchcock	X
54	Tracy	Dolan	phone	AHS - VDH	M
55	Rick	Dooley	here	HealthFirst	M
56	Molly	Dugan		Cathedral Square and SASH Program	MA
57	Robin	Edelman		AHS - VDH	X
58	Jennifer	Egelhof		AHS - DVHA	MA
59	Suratha	Elango		RWJF - Clinical Scholar	X
60	Jamie	Fisher		GMCB	A
61	Kim	Fitzgerald		Cathedral Square and SASH Program	M
62	Katie	Fitzpatrick		Bi-State Primary Care	A
63	Erin	Flynn		AHS - DVHA	S
64	Judith	Franz		VITL	X

65	Mary	Fredette		The Gathering Place	X
66	Aaron	French		AHS - DVHA	M
67	Catherine	Fulton	here	Vermont Program for Quality in Health Care	CC
68	Lucie	Garand		Downs Rachlin Martin PLLC	X
69	Andrew	Garland	phone	BCBSVT	CC
70	Christine	Geiler		GMCB	S
71	Carrie	Germaine		AHS - DVHA	X
72	Al	Gobeille		GMCB	X
73	Steve	Gordon	phone	Brattleboro Memorial Hopsital	M
74	Don	Grabowski		The Health Center	X
75	Maura	Graff	here	Planned Parenthood of Northern New Engl	M
76	Wendy	Grant		Blue Cross Blue Shield of Vermont	A
77	Lynn	Guillett		Dartmouth Hitchcock	X
78	Dale	Hackett	phone	Consumer Representative	M
79	Mike	Hall		Champlain Valley Area Agency on Aging / C	M
80	Catherine	Hamilton		Blue Cross Blue Shield of Vermont	X
81	Paul	Harrington		Vermont Medical Society	M
82	Stefani	Hartsfield	phone	Cathedral Square	MA
83	Carrie	Hathaway		AHS - DVHA	X
84	Karen	Hein		University of Vermont	M
85	Kathleen	Hentcy		AHS - DMH	MA
86	Jim	Hester	phone	SOV Consultant	S
87	Selina	Hickman		AHS - DVHA	X
88	Bard	Hill		AHS - DAIL	M
89	Con	Hogan		GMCB	X
90	Nancy	Hogue		AHS - DVHA	M
91	Jeanne	Hutchins		UVM Center on Aging	M
92	Penrose	Jackson		UVM Medical Center	X
93	Pat	Jones	here	GMCB	MA
94	Margaret	Joyal		Washington County Mental Health Services	X
95	Joelle	Judge	here	UMASS	S
96	Kevin	Kelley		CHSLV	X
97	Melissa	Kelly		MVP Health Care	X
98	Sarah	Kinsler	here	AHS - DVHA	S
99	Heidi	Klein		AHS - VDH	MA
100	Tony	Kramer		AHS - DVHA	X

101	Kaili	Kuiper		VLA/Health Care Advocate Project	MA
102	Norma	LaBounty		OneCare Vermont	A
103	Kelly	Lange		Blue Cross Blue Shield of Vermont	M
104	Dion	LaShay		Consumer Representative	X
105	Patricia	Launer		Bi-State Primary Care	MA
106	Diane	Leach		Northwestern Medical Center	MA
107	Mark	Levine		University of Vermont	X
108	Lyne	Limoges		Orleans/Essex VNA and Hospice, Inc.	X
109	Deborah	Lisi-Baker		SOV - Consultant	X
110	Sam	Liss		Statewide Independent Living Council	X
111	Vicki	Loner		OneCare Vermont	MA
112	Lou	Longo		Northwestern Medical Center	MA
113	Nicole	Lukas		AHS - VDH	X
114	Ted	Mable		DA - Northwest Counseling and Support Ser	M
115	Carole	Magoffin		AHS - DVHA	S
116	Georgia	Maheras	here	AOA	S
117	David	Martini	phone	AOA - DFR	M
118	James	Mauro		Blue Cross Blue Shield of Vermont	X
119	Lisa	Maynes		Vermont Family Network	X
120	Kim	McClellan		DA - Northwest Counseling and Support Ser	MA
121	Sandy	McGuire		VCP - HowardCenter for Mental Health	M
122	Bonnie	McKellar		Brattleboro Memorial Hopsital	M
123	Jill	McKenzie			X
124	Darcy	McPherson		AHS - DVHA	X
125	Anneke	Merritt		Northwestern Medical Center	X
126	Robin	Miller		AHS - VDH	X
127	Megan	Mitchell		AHS - DVHA	MA
128	MaryKate	Mohlman		AHS - DVHA - Blueprint	M
129	Kirsten	Murphy		AHS - Central Office - DDC	X
130	Chuck	Myers	here	Northeast Family Institute	X
131	Floyd	Nease		AHS - Central Office	X
132	Nick	Nichols		AHS - DMH	X
133	Mike	Nix	phone	Jeffords Institute for Quality, FAHC	X
134	Miki	Olszewski		AHS - DVHA - Blueprint	X
135	Jessica	Oski		Vermont Chiropractic Association	X
136	Ed	Paquin	here	Disability Rights Vermont	M

137	Eileen	Peltier		Central Vermont Community Land Trust	X
138	Tom	Pitts		Northern Counties Health Care	X
139	Joshua	Plavin	phone	Blue Cross Blue Shield of Vermont	X
140	Luann	Poirer	here	AHS - DVHA	S
141	Sherry	Pontbriand		NMC	X
142	Alex	Potter		Center for Health and Learning	X
143	Betty	Rambur		GMCB	X
144	Frank	Reed		AHS - DMH	MA
145	Paul	Reiss		HealthFirst/Accountable Care Coalition of tl	MA
146	Sarah	Relk			X
147	Virginia	Renfrew		Zatz & Renfrew Consulting	X
148	Lila	Richardson	phone	VLA/Health Care Advocate Project	M
149	Susan	Ridzon		HealthFirst	MA
150	Carley	Riley			X
151	Laurie	Riley-Hayes		OneCare Vermont	A
152	Brita	Roy			X
153	Laural	Ruggles	phone	Northeastern Vermont Regional Hospital	M
154	Jenney	Samuelson		AHS - DVHA - Blueprint	MA
155	Howard	Schapiro		University of Vermont Medical Group Pract	X
156	seashre@msn	seashre@msn.com		House Health Committee	X
157	Susan	Shane	phone	OneCare Vermont	X
158	Julia	Shaw		VLA/Health Care Advocate Project	M
159	Melanie	Sheehan		Mt. Ascutney Hospital and Health Center	X
160	Miriam	Sheehey	phone	OneCare Vermont	MA
161	Don	Shook		Northwestern Medical Center	MA
162	Kate	Simmons	phone	Bi-State Primary Care/CHAC	M
163	Colleen	Sinon		Northeastern Vermont Regional Hospital	X
164	Shawn	Skafelstad	here	AHS - Central Office	MA
165	Heather	Skeels		Bi-State Primary Care	MA
166	Chris	Smith		MVP Health Care	X
167	Jeremy	Ste. Marie		Vermont Chiropractic Association	X
168	Jennifer	Stratton		Lamoille County Mental Health Services	X
169	Kara	Suter		Burns and Associates	X
170	Beth	Tanzman		AHS - DVHA - Blueprint	X
171	JoEllen	Tarallo-Falk		Center for Health and Learning	X
172	Julie	Tessler	here	VCP - Vermont Council of Developmental ar	M

173	Cindy	Thomas		AHS - VDH	MA
174	Shannon	Thompson		AHS - DMH	MA
175	Bob	Thorn		DA - Counseling Services of Addison County	X
176	Win	Turner			X
177	Karen	Vastine		AHS-DCF	X
178	Teresa	Voci		Blue Cross Blue Shield of Vermont	MA
179	Nathaniel	Waite		VDH	X
180	Beth	Waldman		SOV Consultant - Bailit-Health Purchasing	X
181	Marlys	Waller		DA - Vermont Council of Developmental an	X
182	Nancy	Warner		COVE	X
183	Julie	Wasserman	here	AHS - Central Office	S
184	Kendall	West		Bi-State Primary Care/CHAC	MA
185	James	Westrich	here	AHS - DVHA	S
186	Jason	Williams		UVM Medical Center	X
187	Sharon	Winn		Bi-State Primary Care	X
188	Stephanie	Winters		Vermont Medical Society	X
189	Hillary	Wolfley		Vermont Program for Quality in Health Care	X
190	Erin	Zink		MVP Health Care	X
191	Marie	Zura		DA - HowardCenter for Mental Health	X
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Alicia Jansen Meyers & Stauffer (sustainability)