Contracting with Health Plans and Providers for Evidence-Based Program Delivery and Reimbursement: The Massachusetts Model

National Association of Area Agencies on Aging
July 13, 2015
The Massachusetts Healthy Living Center of Excellence promotes the integration of evidence-based self-management programs held in diverse community settings within the health care delivery system through collaboratives which include community based organizations, health care providers and plans, government, foundations, and for-profit partners.
Vision and Key Features

**Vision:** The Healthy Living Center of Excellence’s vision is a redefined healthcare delivery system, where medical systems, community-based social services, and older adult patients collaborate as partners to achieve better health outcomes and better healthcare; both at sustainable costs. This vision is advanced, in part, through evidence-based health promotion and disease management programs.

- 89 member provider network (CBOs)
- Seven (7) regional collaboratives
- Website and calendar
- Statewide license
- Coordinated training, technical assistance and quality assurance
- Centralized referral capacity
- Multi-program, multi-venue, across the lifespan approach
- Diversification of funding for sustainability
- EBP integration in medical home, ACO and other shared risk pilots
Before the First Contract
(kind of ...)

- Integrated Provider Network
- Defined Service Delivery Package
- Community Value Proposition
Integrated Provider Network

Statewide capacity through contracted relationships more than 80 diverse community organizations organized in seven (7) regional collaboratives

- Aging Service Network
- Public Health
- Housing
- Faith-based
- VNA
- Community Health Centers
- YMCA
Defined Service Delivery Package

- Stanford CDSME Suite
  - CDSMP
  - Diabetes
  - Tomando
  - Pain
  - Cancer
  - Positive
  - others

- A Matter of Balance
- Healthy IDEAS
- Powerful Tools for Caregivers
- Enhanced Wellness/Fitness
- Healthy Eating

Services extending beyond workshop = Value Proposition
Negotiating the contract:
Your Value Proposition

Always ask, “What keeps you up at night?”
Negotiating the contract: Your Value Proposition

Why health care should buy vs. build

- PROBLEM SOLVING, NOT JUST SERVICE PROVIDING
- EXISTING COMMUNITY RELATIONSHIPS
- Single Contract for all regions/programs
- Marketing and Outreach
- Feedback loops
- Training & Technical Assistance
- Quality & Efficiency through Centralized Infrastructure
- Continuous Quality Improvement (PDSA)
Senior Whole Health

• Medicare Advantage Special Needs Plan — A comprehensive health care plan for seniors who have both Medicare and MassHealth Standard.

• Senior Care Options — A comprehensive health care plan offering the same benefits as our Medicare Advantage Special Needs Plan for seniors with MassHealth Standard only.

• Dual Eligibles
Senior Whole Health

• Single contract for all regions/programs
• Four pronged referral approach
  – Registry of high risk members identified through internal analytics
  – GSSC (Geriatric Support Services Coordinator) referrals
  – Referrals from case/care managers and other SWH providers
  – Self-Referral
• Bifurcated rate
  – 50% when member contacted
  – 50% upon program completion
• Data collection and Feedback
Referrals

- Self referral via subcontracted community partners
- Provider /plan referral to HLCE website, email or phone
- Provider referral to subcontracted community partners
- HLCE direct outreached to identified registry from provider/plan
- Self referral via HLCE website, email or phone
Welcome

The Healthy Living Center of Excellence is an innovative collaborative between Elder Services of the Merrimack Valley, Inc, a community based organization and Hebrew SeniorLife, a medical provider with a goal of helping seniors remain independent and in the community as long as possible. By combining our expertise in the aging service and medical networks, the collaborative encourages older adults to become active partners in managing their health.

LEARN MORE »

Programs

The Center offers over a dozen programs which help you maintain your self-confidence and improve your overall health. The variety of programs encompasses many aspects of healthy living all designed to help you become more active partner in your health care.

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About Us

The Center fosters evidence-based programs through regional collaboratives that include community-based organizations, health care providers and plans, government, foundations and for-profit partners. These programs all occur in community settings and are

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Programas en Español

El Centro de Excelencia de Salud es una seria de programas diseñado para educar y ofrecer apoyo a personas mayores con problemas de salud. Los programas en español fueron creados especialmente para la cultura Latina.

READ MORE »
Growing Referrals

- Information Session aren’t just for participants
- Prescription Pads
- Collaborative outreach
- Motivational interviewing
- The longer road to yes .... But don’t be a stalker

- A Cautionary Tale: Referrals are also data driven
Take a risk
Make a mistake
Learn something new

3YeshA
Addendum to the Agreement

between

Elder Services of the Merrimack Valley, Inc.

and

Elder Services of the Merrimack Valley, Inc.

This Addendum ("Addendum") is made and entered into by and between ELDER SERVICES OF THE MERRIMACK VALLEY, INC. and ELDER SERVICES OF THE MERRIMACK VALLEY, INC. ("PLAN") to be effective as of __________, 2015.

WHEREAS, PLAN and PLAN are parties to the agreement dated July 1, 2013 ("Agreement"); and

WHEREAS, PLAN assumes the systematic and coordinated delivery, at the plan, not limited to oversight for planning, implementation and evaluation, of coordinated Health Center Living Care ("HCLC") programs ("Program") which promote seniors remaining independent and in the community, as long as possible through encouragement of their active participation in managing their health; and

WHEREAS, the parties wish to add HCLC programs as listed in Attachment 1 to the Agreement for PLAN members.

NOW, THEREFORE, in consideration of the mutual covenants contained herein and intending to be legally bound, the parties hereto agree as follows:

1. PLAN shall provide the following services ("Services")
   a. Designate a staff person to coordinate all workshops, referrals, and feedback between HCLC and PLAN.
   b. Education of practitioners, case managers, or other PLAN staff involved in referral patients to HCLC Area Programs and referral process.
   c. Provide marketing materials for participants.
   d. Host workshops at PLAN offices or in community settings.
   e. Train providers in referral mechanism via email, phone or website.
   f. Ongoing in-person or PLAN members identified by the PLAN as registry or other mechanism.
   g. Monitor the Programs for quality and fidelity.
   h. Provide feedback to PLAN with respect to patient’s attendance, completion or renewal of Program.
   i. Implement pre- and post-intervention surveys for PLAN members for evaluation purposes including facilitating HCLC input during the survey development process.

2. PLAN shall maintain ASAP at 50% of the full rate, or $45, when less than four (4) members are attended.

The above rates do not include the cost of transportation to HCLC Programs. Transportation to or from HCLC Programs requires separate PLAN authorization.

3. Except to the extent specifically iterated by this Addendum, the Agreement remains unchanged and in full force and effect. This Addendum controls in the event of any conflict between this Addendum and the Agreement.

4. This Addendum may be executed in counterparts, or counterparts pages, each one of which shall be deemed an original, and all the counterparts together shall constitute one and the same Addendum.

The authorized representatives of the parties have caused this Addendum to be executed effective as of the date set forth above.

Signature:__________________

Printed Name:__________________

Title:__________________

Date:__________________

Signature:__________________

Printed Name:__________________

Title:__________________

Date:__________________
Demonstrate Your Operational Excellence!!!

• **Operationalize for Success**
  ➢ Be VERY clear how they define success beyond the contract language.

• **Be Proactive**
  ➢ Don’t wait for referrals to come to you.

• **Create Ongoing QI and Evaluation Processes**
  ➢ Identify problems before they do! Communicate to them on a regular basis. They may focus on data but antidotal stories are powerful!

• **Go above and beyond!**
  ➢ Coverage, cross training, clients outside of the program…even if it doesn’t “pay”.

• **Nurture the relationship**
  ➢ Key to contract renewal.

• **Identifying Additional Opportunities**
  ➢ BE CREATIVE! Identify their “pain points’ and offer an additional service.

• **Be flexible and have a “can do” attitude ALWAYS!**
What Not To Do!

• Get into a Contract that is Difficult to Prove Organizational Value
  – “Buying a staff person”
• Become Complacent
  – It’s ok to “micro manage”!
• Allow Contract to Depend on a one individual
  – Build multi-level QA process
• Delegate a new contract to a “non-decision maker”
  – Creates lag time for rapid response and improvements
• Burn a Bridge – Always Take the High Road
  – If you do lose a contract, leave the door open to other opportunities
Key Learnings

• Start to build it before they come
• Address provider’s core needs/problems
• Diverse referral streams
• Look at outcomes broadly
  – Health
  – Activation
  – Satisfaction
• Ongoing QI
• Remain Flexible
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