Medicare Advantage
SSBCI: The Role of Regional Networks of CBOs

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Expanding Contracting Opportunities for the Aging Network

• Several recent policy changes and industry shifts have provided expanded opportunities for the Aging Network to engage in meaningful contracting opportunities:
  – Chronic Care Act mandating the creation of the Medicare Advantage Plan Special Supplemental Benefits for the Chronically Ill benefit option
  – Recognition of the negative impact of Social Determinants of Health on clinical and health care expenditures
  – Greater adoption of Value-Based Contracting that requires health plans and providers to take on risk-bearing contracts that tie payments to clinical and financial outcome measures
History of the Western New York Integrated Care Collaborative (WNYICCC)

- 2016: Non-profit, Incorporated, 501(c)3
- 2017 - 2020: 30 month grant from Health Foundation of Western and Central NY
- 10/2017: 1 full-time staff: Director
- 12 network members (2 AAAs and 10 CBOs)
- 6 contracts with health payers to provide community based programs & services to their members: CCM, Healthy IDEAS, DSMT, CDSMP, DPP, Care Transitions
- 2019 - 2022: Sub-Grantee with NYSOFA for 3-year ACL Grant to bring Sustainability to CDSME.
Aging Network Contracting Challenge #1 – Single Source Contracting

- Some MCOs and health systems have expressed a desire to contract with a single entity instead of contracting with numerous CBOs in a region.
  - Did you encounter this issue in Western New York?
  - If so, how did WNYICC address this issue in your market?
Aging Network Contracting Challenge #2 – Service Area Conflicts

- Many CBO Networks have expressed that MCOs have a defined service area that does not align with the historical service areas of the CBO Network partners.
- When this issue arises, the MCO wants services to extend to the full market region where they have members.
- What happens when the contracted region starts at one area and then expands to additional across the State?
  - Did you encounter this issue in Western New York?
  - If so, how did WNYICCC address this issue in your market?
Aging Network Contracting Challenge #3 – Contracting with CBO partners

- If a Network Hub/MSO enters into a contract for services that is delivered by multiple CBO partners it will likely require a complex contracting model that must defines the services and partners that may change over time.
  - Did you encounter this issue in Western New York?
  - If so, how did WNYICCC address this issue in your market?
• In many markets there is varying capacity of CBOs across a region.
• Many contracts require that there be consistent service delivery that is uniform across a defined region.
  – Did you encounter this issue in Western New York?
  – If so, how did WNYICCC address this issue in your market?
Aging Network Contracting Challenge #5 - Services

- The Aging Network has invested heavily in the delivery of Evidence-Based Programs.
- Unfortunately, some groups have expressed that they were unable to convince MCOs and health systems to purchase evidence-based programs.
  - Did you encounter this issue in Western New York?
  - If so, how did WNYICC address this issue in your market?
Aging Network Contracting Challenge #6 – Service Pricing

- A major issue is how to price services that incorporates the cost of maintaining the Network Hub/MSO infrastructure and paying the cost of the CBO services – PLUS – a margin to support the entire network infrastructure.
  - Did you encounter this issue in Western New York?
  - If so, how did WNYICC address this issue in your market?
When organizing a MSO to support contracting with a CBO network, it is difficult to define the specific services of the MSO and the services provided by the network.

- Did you encounter this issue in Western New York?
- If so, how did WNYICCC address this issue in your market?
Aging Network Contracting Challenge #8 – Risk-Bearing Contracts

• Some MCO and Health Systems are requiring CBOs to take on risk-bearing contracts.
• Many CBOs are reluctant to take on risk in a contract.
  – Did you encounter this issue in Western New York?
  – If so, how did WNYICC address this issue in your market?
Aging Network Contracting Challenge #9 – Quality

- When executing single source contracting, everyone in the Network will be held to the same quality measures.
- In order to ensure that the Network meets the outcome measures of the contract, there will need to be a process to monitor and track performance on the contract across all participating Network partners.
  - Did you encounter this issue in Western New York?
  - If so, how did WNYICC address this issue in your market?
Aging Network Contracting Challenge #10 – Revenue Allocation

• If a Network executes a contract for services using a MSO, there must be a process to define the revenue allocation to the MSO versus the revenue to the CBO partners.
• How do you ensure that there is enough revenue to sustain the MSO and adequately fund the CBO partners?
  – Did you encounter this issue in Western New York?
  – If so, how did WNYICC address this issue in your market?
Aging Network Contracting Challenge #11 – Health IT

- The management of protected health information (PHI) and exchanging PHI with MCOs and healthcare providers requires the adoption of HIPAA compliant practices.
- The management of protected health information being managed by numerous CBOs may require a strategy to centralize the Health IT system to support system delivery across the entire Network.
  - Did you encounter this issue in Western New York?
  - If so, how did WNYICCC address this issue in your market?
The Chronic Care Act requirement to establish Medicare Advantage Special Supplemental Benefits for the Chronically Ill is a recent Federal Policy change that will provide additional contracting opportunities for CBOs to provide non-clinical services to address unmet needs and social determinants of health.

- Did this change in Federal Policy change how you marketed your Network services to Medicare Advantage Plans in your Market?
- What was the impact of this Federal Policy change on the ability of your Network to secure contracts?
Aging Network Contracting Challenge #13 – Medicaid Policy Impacting Contracting Opportunities

• States that have adopted Medicaid Managed Care can implement State-level policies that change how Medicaid Managed Care Plans approach contracting with CBOs to provide services to Medicaid beneficiaries.
  – Did you encounter this issue in Western New York?
  – What State Medicaid Policy impacted your contracting strategy?
  – What was the outcome in contracting that resulted from this State Medicaid policy requirement?
State Units on Aging could play an integral role to supporting Network development and contracting.

Unfortunately, there have not been many examples of Networks working with their State Unit on Aging to expand services in a Region or across a State.

– Does your Network work with the State Unit on Aging?
– How would you suggest that a Network work with their State Unit on Aging to support expanding contracting in a Region or across a State?
WNYICC Current Contracts

- Contract with Medicare Advantage Plan to bill for CCM, Diabetes Prevention Program (MDPP), Diabetes Self-Management Training (DSMT) and Medical Nutrition Therapy (MNT).
- Contract with 3 Medicaid Managed Long-Term Care Plans (MLTC) to provide: Healthy IDEAS, Chronic Disease Self-Management Program (CDSMP) and DSMP.
- Contract with MSO for Care Transitions for Medicaid Plan.
- Upcoming contract with Medicare Plan to provide post-discharge meals throughout 8 county region through Medicare Supplemental Benefit.
- Finalizing a contract with a large Medicare Plan to provide a range of Special Supplemental benefits for the Chronically Ill.
Questions
Contact Information

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