



Centers for Medicare & Medicaid Services

State Innovation Model Progress Report

Award Detail

Award Title	Delaware:Test R2	Round	2
Organization Name	Delaware	Grants Management Specialist	Gabriel Nah
Type	Test	Project Officer	Jessica Roach
Total Funding Amount	\$35,000,000.00		
Description	Delaware will: (1) support ten community-based population health programs (Health Communities); (2) develop an IT infrastructure to support a cross-payer scorecard of core measures available to providers with related tools for patient engagement and price and quality transparency; and (3) engage payers in the development of a pay-for-value model and a total-cost-of-care model for providers (including independent PCPs), with the goal of attributing all Delawareans to a primary care provider during the performance period. In addition, the state will offer technical assistance to providers focusing on models of integrated, team-based care and transition to value-based payment models. Delaware will implement workforce development strategies to build competencies and address the current workforce and will also develop educational programs to address the needs of model participants.		

Progress Report

Progress Report	Q3 - 2015 Progress Report	Award Title	Delaware:Test R2
Report Quarter	Q3	Date Submitted	12/11/2015
Report Year	2015	Approval Status	Approved

Date Approved

12/11/2015

Last Modified By

Jessica Roach

WBS Not Applicable



Executive Summary

Success Story or Best Practice

In Q3 2015, Delaware has continued to make progress in advancing the goals of its SIM initiative. A highlight of the quarter was the hiring of two new members of the SIM leadership team.

Laura Howard assumed the position of Executive Director of the Delaware Health Care Commission on August 3. Mrs. Howard joined HCC after consulting for the State of Delaware with Public Consulting Group, leading outreach and communications on the Health Insurance Marketplace. Since 2013, Laura has worked with the Health Care Commission, DHSS and the Department of Insurance to effectively guide stakeholder engagement, support the state's in-person assister program, and promote the Marketplace to Delawareans. Laura brings 15 years of health policy experience to the HCC, having previously worked for lobbying and advocacy firms at the national level and as a self-employed grassroots advocacy and communications consultant.

In addition, the Delaware Center for Health Innovation (DCHI) hired its first Executive Director, Julane Armbrister, on October 12. Julane has over 30 years of health policy experience to the position, including over 20 years as the CEO of a Federally Qualified Health Center. Most recently, Julane served as Vice President of State Government Affairs at Rutgers University where she worked in depth with stakeholders on issues related to academic health centers, including research in the health sciences, health care reform and graduate medical education.

Challenges Encountered & Plan to Address

Data sharing agreements for patient attribution lists have been challenging to finalize with payers and DHIN. We continue active conversations between DHIN and payers, including legal counsel, to ensure parties' concerns are addressed. Longer term, we plan to develop a higher-level strategy and structure for data sharing agreements that would facilitate insertion of subsequent data sharing requests.

The timeline for introduction of value-based payment models in Medicaid and commercial segments has been challenging since each of the major payers are in the process of updating their approach to value-based payment. However, ongoing dialogue has been important to address this.

The DCHI board has several vacancies, including from the payer perspective and the large employer. Outreach continues to various stakeholders in these groups to identify a candidate to enhance and expand the perspectives represented on the Board.

Governance

As highlighted in the "Success Story" section above, in this quarter, Delaware added two new members of the SIM leadership team: Laura Howard assumed the position of Executive Director of the Delaware Health Care Commission on August 3. In addition, the Delaware Center for Health Innovation (DCHI) hired its first Executive Director, Julane Armbrister, on October 12.

The DCHI board and each working committee continue to meet monthly. As noted above in the "Challenges Encountered" section, the board has several vacancies and the new Executive Director and the Chairman are working to fill these as quickly as possible.

Stakeholder Engagement

The Delaware Center for Health Innovation has provided the main venue for stakeholder engagement with ongoing monthly Board and Committee meetings that are open to the public. The monthly public meeting of the Delaware Health Care Commission is also an opportunity to update stakeholders and receive public input and comment.

Targeted outreach to specific stakeholders has continued as well. The SIM team has been very engaged with the 21 sites testing the Common Scorecard, which includes approximately 120 providers. These providers have provided critical feedback and input to the process and can serve as key voices within the provider community as the rollout continues. The SIM leadership team and the DCHI Board officers have also regularly engaged in conversations with two of the major commercial payers in the state as well as representatives from the ACOs in the state. These ongoing, high-level conversations provide an opportunity to share status updates, provide input on payment model development, and encourage alignment on components of the initiative.

Population Health

In this quarter, Delaware made substantial progress in its approach to population health. Importantly, the DCHI Board approved the Operating Model for Healthy Neighborhoods that defines the overall boundaries, structure, and responsibilities for each Neighborhood. Delaware also had the opportunity to engage the entire leadership team at Christiana Care Health System and the entire leadership team of the Department of Health and Social Services on the approach to Healthy Neighborhoods and the role that individual leaders in those organizations could play. Delaware also made significant progress in defining the rollout approach for Healthy Neighborhoods. A small group was convened to select the first pilot(s) and determine timelines for launch.

Health Care Delivery Transformation

Delaware made significant progress in accelerating its health care delivery system transformation. During Q3, the Health Care Commission was deeply involved in the procurement process for practice transformation vendors. Vendors are expected to be selected and begin work in Q4. In addition, Delaware began work on developing a strategy to integrate primary care and behavioral health. The DCHI Clinical Committee convened an advisory group whose members have been helping shape this strategy over the last few months. Delaware expects the strategy to be presented for consideration to the DCHI Board early next quarter. Delaware also made progress in defining the approach to supporting care coordination, including beginning discussions about the potential role for Healthy Neighborhoods to support providers in coordinating care.

Payment and Service Delivery Models

Delaware continues to work with payers across segments to accelerate the introduction of value-based payment models across the state. The DCHI Payment Model Monitoring Committee tracked the progress of implementation to date. By early 2016, Delaware expects all of its acute care hospital systems to be part of a MSSP ACO.

Leveraging Regulatory Authority

SIM leadership, Delaware's Secretary of Health and Social Services Rita Landgraf, and Director of the Division of Medicaid and Medical Assistance Steve Groff engaged in conversations with Medicaid payers to align payment models for the state's MCO contracts with SIM initiatives.

Through its authority in the Health Insurance Marketplace, Delaware proposed draft standards for any Qualified Health Plan that will align with SIM initiatives, including promoting value-based payment models, support for the Common Scorecard, data submission requirements and DCHI board representation.

Workforce Capacity

In order to understand the implications on the needs of the healthcare workforce, the Workforce and Education Committee conducted significant research on current demographics in Delaware and the projected trends. The committee approved a draft of its consensus paper focused on a Learning and Re-learning Curriculum and also began drafting a consensus paper on streamlining credentialing within the state. The Workforce Committee and the Healthy Neighborhoods Committee held a joint meeting to discuss Community Health Workers. This was the first of what will be semi-regular joint Committee meetings to align on a common vision for CHWs which will determine workforce needs and strategy.

Health Information Technology

In support of the development of the state's Health IT Roadmap, a key component of the Operational Plan, the SIM team met with various stakeholders throughout the state to assess the current state of technology and understand stakeholder plans and priorities.

Continuous Quality Improvement

The DCHI approved a v2.0 Common Scorecard for primary care this quarter. It reflected significant feedback from providers and payers during the beta test of Delaware's v1.0 scorecard in the last quarter. This version increases alignment with existing payer models and reduces administrative burden for providers. The DCHI also reviewed a next draft of its overall program dashboard to measure outcomes and progress in implementation. DCHI expects to approve its dashboard in the next quarter.

The HCC released an RFP for a vendor to provide independent state-led evaluator services. It is expected that the vendor will be selected and begin in Q4.

Additional Information

Metrics

Metric Name

Performance Goal

Current Value

Risk Factors

**Risk
Factors**

**Current Priority
Level**

**Current
Probability**

**Current
Impact**

**Prioritized Risk Mitigation
Strategy**

**Current Next
Steps**

**Current
Timeline**

WBS

Vendor	Category of Expense	Primary Driver	Total Unrestricted Funding (obligated funds)	Metric Name	Carry Over Funds	Rate/ Unit Cost	Comments/ Notes	Total Payments (spent funds)
McKinsey & Company	Consultation Services		\$7,900,000		No			\$645,000
ab+c Creative Intelligence	Contract		\$211,475		No			\$29,958



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