



**PRIMARY CARE REFORM COLLABORATIVE (PCRC) Meeting**  
**March 3, 2025**  
**3:00 p.m. - 5:00 p.m.**

**Meeting Attendance and Minutes**

**In-Person Collaborative Members Attending:**

**Name**

Dr. Nancy Fan, Chair  
Steven Costantino

**Appointment**

Delaware Health Care Commission  
Department of Health and Social Services

**Virtual Collaborative Members Attending:**

**Name**

Kevin O'Hara  
Deborah Bednar  
Stephanie Hartos (designee for Faith Rentz)  
Cristine Vogel  
Dr. Rose Kakoza  
Maggie Norris-Bent

**Appointment**

Insurance Carrier (Highmark Delaware)  
Insurance Carrier (Aetna)  
Chair, State Employee Benefits Committee  
Department of Insurance  
Delaware Healthcare Association  
Federally Qualified Health Center (Westside  
Family Healthcare)

**Meeting Facilitator:** Dr. Nancy Fan, PCRC Chair

**Collaborative Members Absent:** Andrew Wilson (Division of Medicaid & Medical Assistance), Senator Bryan Townsend (Senate Health & Social Services Committee), Representative Nnamdi Chukwuocha (House Health & Human Development Committee), Jason Hann-Deschaine (Medical Society of Delaware), and Vacant (Delaware Nurses Association)

**Delaware Health Care Commission Staff:** Elisabeth Massa (Executive Director) and Sheila Saylor (Public Health Treatment Program Administrator)

**Anchor Location:**

Department of Health and Human Services (DHSS)  
Herman M. Holloway Sr. Health and Social Services Campus  
Conference Room 198  
1901 N. DuPont Highway  
New Castle, DE 19720

## **Call to Order**

Dr. Fan called the meeting to order at approximately 3:00 p.m. A quorum was present. Dr. Fan reviewed the housekeeping items.

## **Review and Approve October 7, 2024, Meeting Minutes**

Dr. Fan asked Collaborative members if there were any edits or comments for the October 7, 2024, meeting minutes. Hearing none, a motion was made to approve minutes by Steven Costantino and seconded by Cristine Vogel. All members were in favor. The approved minutes are available on the [Delaware Public Meeting Calendar](#).

## **Workgroup Updates**

The first item on the agenda was an update on the PCRC Workgroups. The PCRC has three work groups aligned with the PCRC's strategic priorities: Value-Based Care, Practice Model, and Quality Metrics. The Workgroups have been meeting since late summer/fall of 2024, some with meetings every month. PCRC consultant, Health Management Associates (HMA), provides subject matter expertise and project management support.

- **Value-Based Care Work Group:** Chaired by Ms. Vogel, this Workgroup focuses on increasing multi-payer participation and alignment in value-based care initiatives which includes standardization to reduce administrative burden. In addition, the Workgroup is looking at multi-payer alignment in quality measures, attribution, and reporting to improve practice engagement and simplify requirements.
- **Practice Model Work Group:** Chaired by Dr. Fan, this Workgroup discusses different types of practice models that exist for delivery of primary care within the State. The Workgroup's goal is to decrease administrative burden and cost, billing transparency, educate practices regarding practice transformation and success in value-based care, and brainstorm ideas to incentivize all practice to participate in value-based care. The Workgroup met twice in the fall and planning to meet in March.
- **Quality Metrics Work Group:** Chaired by Cari Miller, this Workgroup focuses on standardization and alignment across quality measures across all of the payers to mitigate the amount of time and resources spent reporting various and differing measures to all the health plans. The Workgroup has looked at a set of adults and pediatrics and is seeking additional representation for pediatrics. Dr. Fan commented at the October PCRC meeting, the PCRC members voted on recommending a primary care score card for the State. It was not decided how that would be framed out and who would do that work, but broadly speaking the topics would include expenditures, capacity, and performance. Ms. Miller commented the Quality Workgroup could take on and tackle but would need to look at their representation on the Workgroup if others need to be included. Mr. Costantino shared Milbank recently released a Primary Care Scorecard for states that may be helpful resource for the PCRC.

Next, Dr. Fan shared an update on the Inter-Workgroup Meeting that was held on January 29, 2025. At the meeting, the Workgroups reported on their progress and priorities. Discussion following the workgroup chair reports focused on setting performance targets, aligning quality measures across payers to reduce provider burden, and regulatory and legislative strategies to ensure the sustainability of primary care value-based purchasing. If other PCRC members or members of the public are interested in joining a Workgroup, one can express their interest to Dr. Fan or DHCC Executive Director, Elisabeth Massa. Finally, due to staffing constraints, the Communications Workgroup has not convened. Once additional staff and members are identified, the workgroup will be able to meet.

From the Teams Chat Box:

- The "Primary Care Physicians in Delaware 2021 Survey" is available on the [PCRC website in the "Reports" section](#).
- The Milbank Memorial Fund 2025 Primary Care Scorecard is available on the [Milbank website](#).
- David Cruz comment, "Cari, please include me from a pediatric quality metric perspective."
- Maggie Norris-Bent comment, "I'd love to have representation from FQHCs in the workgroups."

### **Office of Value-Based Health Care Delivery – Primary Care Investment Update**

Cristine Vogel presented an overview of the California Advanced Primary Care Initiative, an 18-month demonstration project involving 30 independent primary care practices and voluntary payer participation (Aetna, Blue Cross, Health Net). This initiative tests a value-based care payment model with three elements: direct services payment (with three tracks), population health management payment, and performance incentive payment based on quality metrics. This initiative is purchaser-driven and aims to improve health outcomes and reduce costs.

Ms. Vogel shared there are new Medicare codes for advanced primary care management introduced in 2025. These monthly payment codes replace prior care coordination codes and are stratified by levels of chronic conditions. Practices must meet performance requirements and have certified EHR systems. Due to Delaware's Medicare Parity law, these codes apply to both Medicare and fully insured commercial plans in the state. However, challenges remain in practice implementation and billing, especially regarding patient identification in commercial markets.

Dr. Fan asked if the ACOs had any comments on the codes. Dr. Sarah Mullins shared Aledade is not promoting the billing of these codes at this point, although the practices that meet the requirements are able to, and practices with robust care management programs that are examining this program as a maybe next step, a big limitation is the requirement for care plans on all individual patients and then that the practice currently cannot identify what is a fully insured commercial patient.

## **Review of PCRC Annual Report**

The next segment of the agenda was a review and discussion of the 2024 PCRC Annual Report, the first annual PCRC report since 2020. Dr. Fan provided a summary of the new report.

- Review of the legislative actions of the primary care bills – SB 227, SB 116, and SB 120
- Summary of current PCRC priorities which started in 2018
  1. Ready access to quality primary care is essential for the health of the community and is the foundation for an effective health delivery system.
  2. Delaware continues to have a crisis in primary care access across much of the state.
  3. The low investment in primary care services in Delaware has been a primary factor in the development of this crisis.
  4. The continuing lack of access to primary care contributes to the high total cost of healthcare.
- Timeline of SB 120
- Recommendations from the 2021 National Academies of Science, Engineering, and Medicine (NASEM) report, “Implementing High Quality Primary Care”
- Review of 2024 strategic priority planning
- Review of 2024 Workgroup
- Next steps and conclusions:
  1. Promote adoption of hybrid payment model, Enhanced Primary Care Payment Model.
  2. Effective engagement and consensus in-person meeting
  3. Promote primary care scorecard – who is responsible (Quality Metrics Workgroup) and timeline of development (presented in 2026).

Dr. Fan asked if there were any comments or items for discussion.

Ms. Norris Bent commented in-person meetings are helpful to connect and find alignment. She added that what stood out in the report is the breadth of the report and this goes beyond a small group of private payers is essential.

Dr. Fan asked for a motion to adopt the Annual Report. Mr. Costantino made a motion to adopt, seconded by Ms. Norris Bent. Dr. Fan asked if there were any members opposing. Hearing none, the report was approved and is posted on the [DHCC website](#).

## **New Business**

Dr. Fan announced she is stepping down as chair of the PCRC, as she will be stepping down as chair of the Health Care Commission in March. Dr. Fan spoke with the new chair of the Health Care Commission, Dr. Neil Hockstein, and until a new PCRC is named, Dr. Fan will remain the PCRC chair in the interim.

### **Next Meeting**

The PCRC is scheduled to meet again on June 2, September 8, and December 8, 2025. Dr. Fan strongly encouraged the Collaborative members to attend in-person if they are able. The meeting location and virtual details will be shared closer to the meeting date.

### **Public Comment**

There was no public comment.

### **Adjourn**

The meeting adjourned.

### **Virtual Public Meeting Attendees**

Janneen Boyce	DHSS
David Ahmed	AmeriHealth Caritas
Craig Schneider	HMA
Latoya Wright	DHSS
Manny Markantone	Highmark
Jules Villecco	Delaware Healthcare Association
Conor Laing	AmeriHealth Caritas
Stephanie Hartos	Delaware Department of Human Resources
Christina Haas	Department of Insurance
Kristen Ryan	Aetna
Gaurav Nagrath	HMA
Kate Masino	Highmark
Colleen Yezek	DHSS
Anthony Onugu	United Medical
Laura Knorr	Aetna
Mike Bradley	
William Ott	Aetna
Lincoln Willis	The Willis Group
Brendan McDonald	Highmark
Chris Otto	Delaware Nurses Association
Cari Miller	labcorp
Megan Werner	Westside Family Healthcare
Christina Bryan	Delaware Healthcare Association
Kristin Dwyer	Nemours
David Cruz	Nemours
Michelle Adams	Westside Family Healthcare
Sarah Mullins	Aledade
Kimberly Moore	AmeriHealth Caritas

Leah White  
Edward Foster  
Berkley Powell  
Tyler Blanchard  
Lisa Gruss  
Rhonda Price

Aetna  
Foster Business Consulting  
HMA  
Aledade  
Medical Society of Delaware  
AmeriHealth Caritas