Strategic Planning FY 2020-2022

CountyCare

James Kiamos, CEO, CountyCare Health Plan

March 15, 2019
Overview of Department

CountyCare Health Plan
Overview of Department

CountyCare Health Plan

CountyCare is a Medicaid Managed Care plan providing health benefits and care coordination to 320,000 Medicaid beneficiaries in Cook County

CountyCare Divisions:
- Operations and Delegated Vendor Oversight
- Clinical Services and Care Management
- Pharmacy
- Finance
- Network Management
- Project Management
- Compliance

FY 2019 Budget: $1.817B
FY 2019 FTEs: 57

CountyCare website
Impact 2020 Recap

Status and Results

• Deliver High Quality Care
• Grow to Serve and Compete
• Foster Fiscal Stewardship
• Invest in Resources
• Leverage Valuables Assets
• Impact Social Determinants/Advocate for Patients
## Impact 2020

### CountyCare Health Plan Progress and Updates

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery High Quality Care</td>
<td>Maintain high-quality CountyCare network, including continuous improvement in quality measures year-over-year</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Develop mechanisms to ensure communications occur in members’ preferred languages</td>
<td>In progress</td>
</tr>
<tr>
<td></td>
<td>Expand use of MHNConnect real-time alerts platform for care coordination and continuity of care</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Roll out an innovative quality program for providers to collaborate with CountyCare initiatives and provide better care to members at the provider-level</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Implement provider performance scorecards and pay-for-performance programs</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Grow to Serve &amp; Compete</td>
<td>Acquire members through marketplace changes, including Family Health Network and Aetna transitions</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Leverage CountyCare data to provide value-added benefits, including a Member Incentive Program (e.g. diapers, prenatal vitamins, and LASIK program)</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>Implement retain &amp; gain strategy, including robust redetermination plan</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>
## Impact 2020

### CountyCare Health Plan Progress and Updates

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Name</th>
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<tbody>
<tr>
<td>Grow to Serve &amp; Compete (cont’d)</td>
<td>Exploring new lines of business to serve members as they age out of Medicare and seniors with chronic special needs</td>
<td>In progress</td>
</tr>
<tr>
<td>Foster Fiscal Stewardship</td>
<td>Develop high-performing CountyCare network, including opportunities to narrow network and implement risk- and value-based contracts</td>
<td>In progress</td>
</tr>
<tr>
<td>Foster Fiscal Stewardship</td>
<td>Establish emergency department utilization reduction plan</td>
<td>In progress</td>
</tr>
<tr>
<td>Foster Fiscal Stewardship</td>
<td>Increase domestic spend through targeted initiatives, including utilization of eConsult resulting in appropriate direct referrals, establishing centers of excellence and emergency department transfers</td>
<td>In progress</td>
</tr>
<tr>
<td>Foster Fiscal Stewardship</td>
<td>Roll out medical cost action plans to include pharmacy cost saving initiatives</td>
<td>Complete</td>
</tr>
<tr>
<td>Invest in resources</td>
<td>Recruit, hire, and retain the best employees who are committed to CountyCare and CCH mission</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Impact SDOH</td>
<td>Implement programs that address the social determinants of health, such as Black Oaks LINK matching program and flexible housing pool</td>
<td>Complete</td>
</tr>
</tbody>
</table>
FY2020-2022

The Future

Environmental Scan of Market, Best Practices and Trends
## Environmental Scan of Market, Best Practices, Trends

### Reduction in Medicaid coverage across Illinois

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cook County</td>
<td>1,413,665</td>
<td>1,386,693</td>
<td>1.91%</td>
<td>1,353,809</td>
<td>2.37%</td>
</tr>
<tr>
<td>Other</td>
<td>1,617,146</td>
<td>1,591,627</td>
<td>1.58%</td>
<td>1,556,278</td>
<td>2.22%</td>
</tr>
</tbody>
</table>

- Steady decreases in Medicaid membership due to loss of coverage across fee-for-service and managed care.
- Cook County Medicaid beneficiaries are losing coverage at a higher rate than those in other IL counties. Possible cause of loss of Medicaid coverage is current redetermination policy.
Environmental Scan of Market, Best Practices, Trends

CountyCare Health Plan Market Share

<table>
<thead>
<tr>
<th>Managed Care Organization</th>
<th>Cook County Enrollment</th>
<th>Cook County Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>*CountyCare</td>
<td>325,556</td>
<td>31.5%</td>
</tr>
<tr>
<td>Meridian (a WellCare Co.)</td>
<td>245,422</td>
<td>23.8%</td>
</tr>
<tr>
<td>Blue Cross Blue Shield</td>
<td>238,732</td>
<td>23.1%</td>
</tr>
<tr>
<td>IlliniCare</td>
<td>109,166</td>
<td>10.6%</td>
</tr>
<tr>
<td>Molina</td>
<td>68,166</td>
<td>6.6%</td>
</tr>
<tr>
<td>*Next Level</td>
<td>45,230</td>
<td>4.4%</td>
</tr>
<tr>
<td>Total</td>
<td>1,032,272</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Illinois Department of Healthcare and Family Services January 2019 Data

* Only Operating in Cook County
Environmental Scan of Market, Best Practices, Trends

CountyCare Health Plan Member Retention Through Redetermination

- CountyCare retention rate: 73%
- State fee-for-service retention rate: 54%
- Best practice: implement a robust retention strategy at all touchpoints at the member- and provider-level including redetermination events, and robust targeted outreach
- Leverage all engagement points within CCH
- Partner with medical homes to improve retention and redetermination
- Successful redetermination has a direct positive impact on the health system’s payor mix
SWOT Analysis
Strengths, Weaknesses, Opportunities, and Threats
# SWOT Analysis

## Strengths
- Commitment to serving Cook County’s vulnerable and underserved populations
- Provider-led health plan and care management
- Low administrative spend
- Flexible, delegation-based model
- Extensive provider network
- Mission-oriented and culturally competent staff
- Focus on social determinants of health (SDOH)

## Weaknesses
- Difficulty scaling staff with plan growth
- Complexity associated with delegated model
- Limited branding and marketing resources
- Extensive provider network
- Challenges with data integrity with multiple vendors/partners
- Managed care learning curve for CCH

## Opportunities
- Expanded product lines to serve new populations
- Policy change for a streamlined and efficient redetermination process with new administration
- Innovative programs to integrate behavioral health with medical
- Increased member engagement in medical homes to better quality outcomes and cost savings
- Greater investment disease analytics and SDOH
- Expanded retention efforts to preserve continuity of coverage and care
- Tighter relationship with CCH providers

## Threats
- Federal changes to Medicaid policy
- State budget constraints
- Shrinking Medicaid population in Cook County
- Disruptive redetermination process
- Rising pharmaceutical costs
- Provider resistance to Managed Medicaid in Illinois
- Population that is increasingly complex, both medically and in terms of SDOH
FY2020-2022

CountyCare Health Plan

• Deliver High Quality Care
• Grow to Serve and Compete
• Foster Fiscal Stewardship
• Invest in Resources
• Leverage Valuables Assets
• Impact Social Determinants/Advocate for Patients
Deliver High Quality Care
FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

Improve Behavioral Health (BH) Quality and Integration

Top Inpatient Medical Diagnoses (Adult)

<table>
<thead>
<tr>
<th>Diagnosis Description (3-Digit Primary)</th>
<th>Admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schizoaffective disorders</td>
<td>1,780</td>
</tr>
<tr>
<td>Bipolar disorder</td>
<td>1,711</td>
</tr>
<tr>
<td>Opioid related disorders</td>
<td>1,679</td>
</tr>
<tr>
<td>Major depressive disorder, recurrent</td>
<td>1,359</td>
</tr>
<tr>
<td>Schizophrenia</td>
<td>1,098</td>
</tr>
<tr>
<td>Other sepsis</td>
<td>1,014</td>
</tr>
<tr>
<td>Other chronic obstructive pulmonary disease</td>
<td>781</td>
</tr>
<tr>
<td>Alcohol related disorders</td>
<td>638</td>
</tr>
<tr>
<td>Essential (primary) hypertension</td>
<td>610</td>
</tr>
<tr>
<td>Major depressive disorder, single episode</td>
<td>590</td>
</tr>
</tbody>
</table>

Excludes diagnoses related to pregnancy, childbirth, and the puerperium

- From 2017-2018, 25% of admissions were related to behavioral health or substance use disorder diagnoses
- There are overall fewer BH admitting diagnoses and a wide range of medical diagnoses
- BH disease burden and comorbidity is significant within the CountyCare membership
- **Goal:** improve effective management of this population with integrated, comprehensive outpatient care
Deliver High Quality Care
FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

• Improve Behavioral Health (BH) Quality and Integration
  • Implement Integrated Health Homes to coordinate care for members’ physical, behavioral, and social needs
  • Ensure 100% of in-network hospitals are on MHNConnect real-time alerts platform
  • Launch Transitions of Care Program and co-locate care coordination in 5-10 high volume BH hospitals
  • Increase utilization of medication assisted treatment (MAT) among members with opioid use disorder
• Transition high volume providers to value-based contracts
• Limit network for certain categories of care
• Continue National Committee for Quality Assurance (NCQA) readiness for 2020 re-survey
Continue to implement a strong member retention and growth strategy to retain and gain membership through:

- Enhanced primary care engagement and repatriation efforts
- Rich value-based contracting efforts including enhanced reimbursement
- Development of a Newborn Program to increase mother and newborn retention
- Creation of a member retention team to focus on outbound calls to members to augment existing redetermination efforts
- Continued partnership with medical homes to increase Medicaid redetermination rates
Grow to Serve and Compete
FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

• Explore participation in Medicare Advantage and other lines of business
  • Chronic Conditions Special Needs Plan (C-SNP) for persons with HIV
  • Institutional Special Needs Plan (I-SNP)
  • Institutional Equivalent Special Needs Plan (IE-SNP)
  • Medicare-Medicaid Alignment Initiative (MMAI)

• Advocate for Medicaid premium plans in Illinois for those with incomes that exceed Medicaid income eligibility guidelines

• Implement a CountyCare Rewards Program 2.0 for improved health outcomes and member retention
  • Implement new rewards that align with membership growth strategy
Foster Fiscal Stewardship
FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

• Continue implementation of Medical Cost Action Plan, including poly-pharmacy and high utilizer initiatives.

• Implement Presumptive Eligibility Program for Home and Community Based Services Wavier (HCBS) Services:
  • Strategy to help members stay at home and reduce potentially unnecessary long term care utilization

• Increase membership in the Integrated Care Program (ICP) by assisting members with disabilities attain SSI/SSDI.

• Continued procurement and implementation to increase value and decrease costs for pharmacy, dental, vision, and transportation benefits.

• Seize opportunities to bring services to CCH in areas where we excel.

• Realignment of network to support the Quality Program
  • Identification of Skilled Nursing Facility and Home Health Partners
Invest in Resources/Leverage Valuable Assets
FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

• Continue to invest in employees that are committed to CountyCare and CCH mission
• Invest in programs and technology that improve team efficiency and effectiveness
• Strengthen CountyCare’s workforce including restructuring CountyCare’s organizational structure
• Facilitate and share resources across CCH and CountyCare to maximize workforce efficiencies and capacity
• Leverage all opportunities allotted to us as a health plan within a government health system to impact all aspects of public health and policy
Impact Social Determinants/Advocate for Patients FY 2020-2022 Strategic Planning Recommendations

CountyCare Health Plan

- Integrate health risk screening data on the social determinants of health (SDOH) into risk stratification methodology
- Increase connections between CountyCare care coordinators and CCH SDOH Initiatives
- Invest in SDOH Initiatives to serve members experiencing housing, food, and economic insecurity
- Improve access to housing for CountyCare members experiencing homelessness, e.g. Flexible Housing Pool
- Maximize Boulevard program by aligning quality and utilization goals with caseload outcomes
- CountyCare as an equal contributor to CCH SDOH initiatives from inception
Thank you.