

# Shared Accountability and Metrics: Long Term Services and Supports and Coordinated Care Organizations

*LTC/CCO Study Group Shared Accountability Sub-committee  
Presentation to the Metrics & Scoring Committee*

*April 18, 2014*



# Shared Accountability Sub-committee of the LTC/CCO Study Group

- CMS Accountability plan & CMS/LTC Study Group
- Charge
- Membership
- Shared Accountability sub-committee:
  - Ruth Bauman- CEO, ATRIO Health Plans
  - Jerry Cohen, J.D., M.P.A.- AARP Oregon State Director
  - Ellen Garcia, MPH- Executive Director, Providence ElderPlace Portland
  - Ruth McEwen-Consumer Advocate
  - Wayne Miya –Executive Director, Our House of Portland
  - Margaret Rowland, MD – Chief Medical Officer, CareOregon

# Why are we here?

## Relation to Metrics & Scoring

- Core CCO performance measures include measures that concern mutual consumers:
  - Care plan for members with LTSS benefit
  - Timely transmission of transition records
  - Overmedication and depression screening measures
  - End of life care and planning
- Sharing of expertise
- Mutual goals:
  - Opportunities for alignment
  - Disincentivize cost shifting
  - Shared vision and outcomes
  - ORS 410 and the Triple Aim

# Agenda

- Terms
- Brief history of shared accountability work
- Current activities
- Discussion: Feedback on work, next steps

# Long Term Services & Supports

- Long Term Services and Supports (LTSS)- array of programs, services, resources, social supports and caregivers in a variety of settings to support older adults and people with disabilities who need assistance
- LTSS may serve individuals who are Medicaid and/or Medicare eligible or paying privately to meet their needs

# Shared Accountability

- Shared Accountability-term to describe relationship of long term services and supports and health systems
- Captures that both social services and medical systems affect each other & systems interplay affects consumer health outcomes
- Shared responsibility/accountability for outcomes
- LTSS Metrics goal: reflect system interactions
  - Examples- lack of caregiver & ED use, over prescription of medications & caregiver hours

# History of Shared Accountability Work

- HB 3650-effective July 2, 2011
- Medicaid-Medicare Integration Team- August-  
November 2011
- Duals Demonstration work-August 2011-  
October 2012
- HB 5030-Budget Note Workgroup- October  
2011-January 2012
- LTC/CCO Study Group- May-Dec 2013
- SIM Grant- 2012-2016
- Shared Accountability sub-committee –March  
2013-ongoing

# Four current strategies to ensure CCO & LTSS work together effectively

1. Requirements to coordinate
2. Memorandum of Understanding outlining how the CCO and the local office will coordinate and communicate
3. Key LTSS metrics publically reported
4. Shared financial accountability, including incentives or penalties related to performance on key LTSS metrics

# Shared Accountability: CCOs and LTSS

CCOs and LTSS working together to:

- Create better experiences for the person in care
- Uphold as a primary value: person centered
- Provide better care and services
- Create better health and functional outcomes
- Prevent or avoid unnecessary costs
- Reduce disparities based on race, ethnicity, or limited language proficiency
- Pursue innovative and transformational approaches to care

# Themes: LTSS Metrics

- LTSS metrics needed for accountability on coordination between systems
- Not designed to reflect performance of either CCOs or LTSS alone
- Develop both process and outcome LTSS measures
- Make metrics appropriate to population and goals of care
- Consider risk adjustments

*Note: Currently few evidence based LTSS metrics*

# LTSS Metrics selection concepts

- Leverage existing CCO metrics
- Related to high leverage areas
  - Activities of one system have significant impact on costs and outcomes in the other system
  - Coordination is key to reducing costs and improving outcomes
  - Examples

# LTSS Metrics selection concepts

- Balance utilization and process metrics
- Include health and functional outcomes
- Person-centered
- Avoid perverse incentives
- Phased in approach

# Potential LTSS Metrics topics

- Coordinated goals/outcomes from systems coordination
  - Delivery of person-centered care
  - Delivery of care in most appropriate setting
  - Improved quality of life
  - Reduced avoidable ED, inpatient hospitalizations or re-hospitalizations
  - Supported highest level of functioning and independence
  - Transparency in total cost of care & reduction of inappropriate cost shifting
  - Improved or maintained health outcomes

# Financial Accountability

- LTSS metrics could be used as basis for financial accountability
- Potential options for financial accountability
  - CCO quality incentive payments tied to shared accountability metrics?
  - LTSS providers & APD/AAA offices incentives tied to performance metrics
  - Shared savings model
- Need for further work and recommendations on financial accountability strategies

## Most recent: LTC/CCO Study Group sub-committee on Shared Accountability

- Research on LTSS metrics ideas nationwide
- Reviewed CCO metrics
- Developed metrics selection criteria (similar to Metrics & Scoring)
- Identified metrics for reporting by sub-populations
- Preliminary identification of potential OR shared accountability metrics
- Recognition of need for financial accountability mechanisms: shared savings, incentives, penalties
- Decision to continue shared accountability work beyond the Study Group timeframe

# Discussion

# Next Steps for Shared Accountability

## DHS & OHA:

- On-going development: MOUs and Project Plan for implementation of the Study Group report
- LTSS metrics work
- Shared Accountability sub-committee to continue LTSS metrics and financial accountability work

## Collaborative work with Metrics & Scoring:

- Development of metrics
- Metrics Technical Advisory Group
- Discussion on potential 2016 CCO incentive metrics recommendation

# Web Resources

- HB 5030-Budget workgroup final report :  
<http://www.oregon.gov/DHS/aboutdhs/budget/2011-2013/docs/ltc-budget-note-rpt.pdf>
- Aging and People with Disabilities shared accountability:  
<http://www.oregon.gov/dhs/pages/hst/apd-cco-info.aspx>
- Strategic framework for Coordination and Alignment between CCOs and LTSS:  
<http://www.oregon.gov/OHA/OHPB/meetings/2012/2012-0214-cco-strategic-framework.pdf>
- LTC/CCO Study Group web page:  
<http://www.oregon.gov/dhs/cms/Pages/index.aspx>

# Contacts

- Naomi Sacks, LTSS SIM Policy Analyst  
[Naomi.E.Sacks@state.or.us](mailto:Naomi.E.Sacks@state.or.us)  
503-385-7168
- Sarah Bartelmann, Metrics Coordinator  
[Sarah.E.Bartelmann@state.or.us](mailto:Sarah.E.Bartelmann@state.or.us)  
503-490-5689