Contracting to Align Health and Social Care Ecosystems: A Webinar Series Sharing Leading Practices

Operationalizing Contracts: Improving Contracting Implementation and Collaboration

December 12 2023 | Noon-1:00 p.m. ET
This webinar is being recorded. The recording, slides, and follow-up material will be shared with all registrants.

Please use the Q&A tab at the bottom of your screen and we’ll try address as many questions as possible at the end of the presentation.

Closed captions are provided for this session, can also click “Show Captions” to display automated captions.
Panelists

Natasha Dravid, Senior Director for Care Management & Redesign Initiatives, Camden Coalition

Dawn Odrzywolski, VP Medicare Programs, Independent Health

Nikki Kmicinski, Executive Director, WNYICC

Stephanie Orlando, COO, Western NY Independent Living Center, Inc.
Partnership to Align Social Care

Mission:
To enable successful partnerships and contracts between health care and community care networks to create efficient and sustainable ecosystems needed to provide individuals with holistic, person-centered social care that demonstrates cultural humility.

Vision:
A sustainably resourced, community-centered social care delivery system that is inclusive of all populations and empowered by shared governance and financing, multistakeholder accountability, and federal/state/local policy levers.
Streamline Contracting

Facilitate Expanded Social Care Billing

Promote Community Care Hubs
• Increased attention on social drivers of health (SDOH)

• Need to ensure capacity exists within communities to effectively partner with health care to address health-related social needs (HRSNs), respond to increase in referral volume

• Community-based organizations (CBOs) are increasingly contracting with health care organizations to address health-related social needs
Contracting Workgroup Toolkit

Resource Guide

A Health Plan’s Guide to Developing CBO Contract Scopes of Work

Introduction

Health care organizations are increasingly contracting with community-based organizations (CBOs) and Community Care Hubs (CCHs) to address health-related social needs and provide person-centered services. CBOs are valuable strategic partners to health care organizations because of their community knowledge, the trust they have earned and their long history of delivering critical social care in people’s homes and communities.

Many CBO contracts are structured as vendor contracts for value-added services, care coordination, care navigation or community-based care management. However, as social care and other community-based services become covered benefits or formally approved as in lieu of services (ILOS) under Medicaid or 

Resource Guide

Partnerships with Community-based Organizations: Opportunities for Health Plans to Create Value

Overview

Health care entities are increasingly recognizing the importance of addressing health-related social needs (HRSN) such as housing, food and transportation to improve health outcomes and reduce costs. Most government health care programs now require health plans and providers to identify and address members’ HRSNs as part of a holistic approach to health. Health plans also understand that unmet HRSNs play a large role in health disparities and preventable health care costs.

Resource Guide

A Health Plan’s Guide to Paying CBOs for Social Care

Introduction

Payment is a critical element of any contract. When negotiating the payment aspects of a contract between a health care entity and a community-based organization (CBO) or community care hub (CCH), both the amount of the payment and the payment methodology need to be considered. CBOs should keep in mind that there is no single “best” payment methodology that is appropriate in all situations.
Partnerships with Community-based Organizations: Opportunities for Health Plans to Create Value

Making the Case
5 Reasons Health Plans Should Work with CBOs and Community Care Networks

- Powerful Innovation Partners
- Trust with Members
- Efficiency in Coverage
- Return on Investment
- Securing Public Contracts

Special Payment Considerations for CBOs:
Addresses areas that CBOs/CCHs may differ from the healthcare sector

- Differences in billing/coding standards
- Inclusion in Medical Loss can increase administrative burden
- Adaptation of non-traditional contract payment structure
- Potentially limited risk tolerance
- Allowing for evolution in payment methodology over time

Payment Models, Use Cases, and Examples:
Outlines the types, use cases, and real-world examples

- Four Major Payment Models
  1. Fixed Price Contract
  2. Fee-for-Service
  3. Bundled Payment
  4. Capitation

- Pay for Performance
  1. Shared Savings
  2. Shared Losses
  3. Outcome Based Payment
  4. Performance Bonuses
**Capitation and Shared Loss Example**

In Virginia, BayAging, a community care hub, contracted with a Medicaid managed care plan to provide fully delegated care management for Medicaid enrollees. BayAging is paid on a PMPM basis. The parties also agreed to a value-based arrangement in which the CCH would share penalties if they failed to achieve state-required metrics and compliance elements. The penalties, which would be imposed by the state Medicaid agency, started at $1,000 for the first occurrence and increased in 5 percent increments for subsequent occurrences.

**Hybrid FFS/Capitation Example**

Western New York Integrated Care (WNYIC) has established a hybrid arrangement with Independent Health Advantage plan. The plan pays a lump sum capitated payment to WNYIC, and two weeks’ worth of home-delivered meals are delivered to any member who was discharged from the hospital with at least one week left on their 60-day benefit period.

**When to use:**

Capitation may be appropriate when the CBO

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**Payment Model Summary**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Fixed price contract</th>
<th>Fee-for-service</th>
<th>Bundled payment</th>
<th>Capitation</th>
<th>Pay for performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial risk to CBO</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>Financial risk to payer</td>
<td>Low</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
</tr>
<tr>
<td>Complexity for parties to establish price</td>
<td>Low-Medium</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>Medium-High</td>
</tr>
<tr>
<td>Cost/complexity of billing</td>
<td>Low</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>Medium-High</td>
</tr>
<tr>
<td>Incentive for CBO to maximize volume</td>
<td>Low</td>
<td>High</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Incentive for efficiency</td>
<td>Medium</td>
<td>Low</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Incentive for quality</td>
<td>Low-Medium</td>
<td>Low</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
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</table>

Developing the Scope of Work & SOW Checklist

Developing the SOW
Outlines recommendations for successfully negotiating core activities covered in contracts between healthcare-CBO/CCH contracts

SOW Checklist
Identifies core activities to be negotiated between healthcare-CBO/CCH contracts

WHO: population definition and project staffing

WHAT: service definition, timeline and workflows, prelaunch and evaluation

HOW: coordination and collaboration, data sharing and documentation, flexibility

Operationalizing Contracts: How Payers Can Improve Collaboration with Community-Based Organizations

Provides healthcare partners and payers methods for optimizing their relationship in five contracting areas

1. Establishing a shared vision
2. Scoping
3. Pre-launch activities
4. Implementation and continuous improvement
5. Contract renewal

Joint Operating Committee (JOC) Template also provides a template for a committee structure among contracted Partners

Panelists

Dawn Odrzywolski, VP Medicare Programs
Independent Health

Nikki Kmicinski, Executive Director
Western NY Integrated Care Collaborative

Stephanie Orlando, COO
Western NY Independent Living Center, Inc.
Community Care Hub
Business Model
Western New York
www.wnyiccc.org

Patients / Community Members
- Better Quality of Life
- Improved Outcomes
- Reduced Healthcare Costs

Delivery of Services Addressing Health-Related Social Needs
- Meals Delivery
- Community Health Coaching
- Falls Prevention
- Chronic Disease Self-Management Programs
- Caregiver Support, Training, & Respite
- Benefit Navigation
- Diabetes Prevention Program (DPP)
- Nutrition Counseling
- Social Isolation Supports
- Care Coordination
- Diabetes Self-Management

Documentation of services delivered
Contracts, Referrals, Reimbursement; Claims data
Billing

Contracts, Training Academy, referrals, reimbursements, QA, compliance,

Clinical Care / Health Insurance

NETWORK MEMBERS
CBO

Western New York Independent Living, Inc.
Family of Agencies

Independent Health
2018 DPP/DSMES  
2019 Meal Delivery  
2020 Chronic Care Management  
2021 Healthy IDEAS  
2022 Medical Nutrition Therapy  
2023 Community Health Coaching, Falls Prevention, Caregiver Support

WNYICC Network Members

- 2018
- 2019
- 2020
- 2021
- 2022
- 2023

www.wnyicc.org
**Western New York Integrated Care Collaborative, Inc.**  
**Contract Management Tracker**

**←------------- Operationalizing Contracts ---------------→**

<table>
<thead>
<tr>
<th>Contract Proposal / Execution</th>
<th>Joint Operating Meetings</th>
<th>WNYICCC Internal Staff Training</th>
<th>Delivery Partner / CBO On-Boarding</th>
<th>Program Implementation / Monitoring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal</td>
<td>Referrals</td>
<td>SOW Reviewed With Hub Staff</td>
<td>Contract</td>
<td>QA / Fidelity / Surveys</td>
</tr>
<tr>
<td>Negotiations / Program Definitions</td>
<td>Escalation</td>
<td>Internal Workflows / Project Lead</td>
<td>Outreach to Prospective CBO/Network Delivery Partners</td>
<td>Billing / Reconciliation</td>
</tr>
<tr>
<td>Break Even Analysis</td>
<td>Reports</td>
<td>Internal Reporting</td>
<td>Delivery Partners On-Boarded</td>
<td>Delivery Partner Invoices</td>
</tr>
<tr>
<td>Emerging Business Committee review</td>
<td>Billing</td>
<td></td>
<td>Program Coordinator Trained</td>
<td>Reporting</td>
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<tr>
<td>Contract Execution</td>
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<td>Direct Service Staff Trained</td>
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**www.wnyicc.org**
<table>
<thead>
<tr>
<th>Process</th>
<th>Community Care Hub (CCH) with Plan</th>
<th>CCH with CBO</th>
</tr>
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<tbody>
<tr>
<td>Data Sharing</td>
<td>• Reports via SFTP (Secure File Transfer Protocol)</td>
<td>• Welld Health (centralized client record)</td>
</tr>
<tr>
<td></td>
<td>• RHIO;</td>
<td>• Developing Dashboards with CCNY</td>
</tr>
<tr>
<td></td>
<td>• Client surveys</td>
<td></td>
</tr>
<tr>
<td>Referrals</td>
<td>• Fax $\rightarrow$ Secure link $\rightarrow$ closed loop system</td>
<td>• Welld Health (centralized client record)</td>
</tr>
<tr>
<td></td>
<td>• ADT alerts with RHIO</td>
<td>• Assignment: Member choice, capacity, location, first-to-accept</td>
</tr>
<tr>
<td></td>
<td>• Joint Operating Committee</td>
<td></td>
</tr>
<tr>
<td>Billing</td>
<td>• Claims $\rightarrow$ codes; z-codes; test claims</td>
<td>• Invoice Templates</td>
</tr>
<tr>
<td></td>
<td>• Invoice $\rightarrow$ SFTP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reconciliation</td>
<td></td>
</tr>
<tr>
<td>Escalation</td>
<td>• Joint Operating Committee;</td>
<td>• Incident Reports within Welld Health</td>
</tr>
<tr>
<td></td>
<td>• Key Contact</td>
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</tbody>
</table>
Interested in More?

Join us in 2024....

Starting January 2024
2nd Tuesday of each month @ Noon ET
Attendee Limit 50

• Peer to peer learning about contracting between CBOs, CCHs, and healthcare organizations
• Engage new members to Partnership to Align Social Care
• Support new CCHs that are funded through ACL COE
• Generate new learning which can be packaged in new products (briefs, guides, blogs, webinars)

Stay Tuned for Details
How to Get Involved in the Partnership...

- Sign up for our email list: https://www.partnership2asc.org/sign-up/

- Follow the Partnership on social media:
  - [LinkedIn](https://www.linkedin.com/company/partnership-to-align-social-care)
  - [Twitter](https://twitter.com/partnership2asc)

- Reach out directly to:
  - Support the Partnership
  - Ask about getting involved in leadership/workgroup activities
  - Share your expertise/experiences
Partnership to Align Social Care
A National Learning & Action Network

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